

Office of Human Resources FY13 Performance Review

Joe Adler, Director
23 June 2014

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Review of FY13 Performance Measures**
- **311 SLA Performance and Call Volume**
- **Wellness Program Overview and Development of Outcome Measures**
- **Oracle Business Intelligence Data**
 - EEO
 - Turnover
 - Span of Control
- **Wrap-Up**



Meeting Goals

- Evaluate OHR's FY2013 performance
- Identify areas for improvement for OHR's MC311 Service Level Agreement performance
- Monitor County workforce data obtained from the Oracle Business Intelligence tool for relevant trends

Desired Outcomes

- Improve quality of life for current and future Montgomery County Government employees



Historical Budget and Work Year Overview

Budget*	FY12	FY13	FY14	FY15 (Recommended)
OHR General Fund Approved Budget	\$5,996,540	\$7,136,988	\$7,656,440	\$7,738,639
OHR General Fund Latest Adjusted Budget	\$6,262,265	\$7,486,019	\$7,693,005	--
OHR General Fund Actual Expenditures	\$6,064,411	\$7,338,853	\$7,336,011 (YTD)	--
Percent Under/(Over) Approved Budget	(1.1%)	(2.8%)	4.1% (YTD)	--

Work Year/FTE	FY12	FY13**	FY14	FY15 (Recommended)
OHR General Fund Approved	36.4	44.3	46.3	45.6
OHR General Fund Total as Percent of Total MCG Operating	0.4%	0.5%	0.5%	0.5%

*Does not include prior year encumbrances

**Calculation switched from Work Years to FTEs in FY2013 Budget

In FY13, OHR's General Fund approved budget increased 19% from the past year and approved FTEs increased by 22%. In FY14, these numbers were 7% and 5%, respectively.



Source: Oracle BI General Ledger Details; Office of Management and Budget

OHR Performance
Review

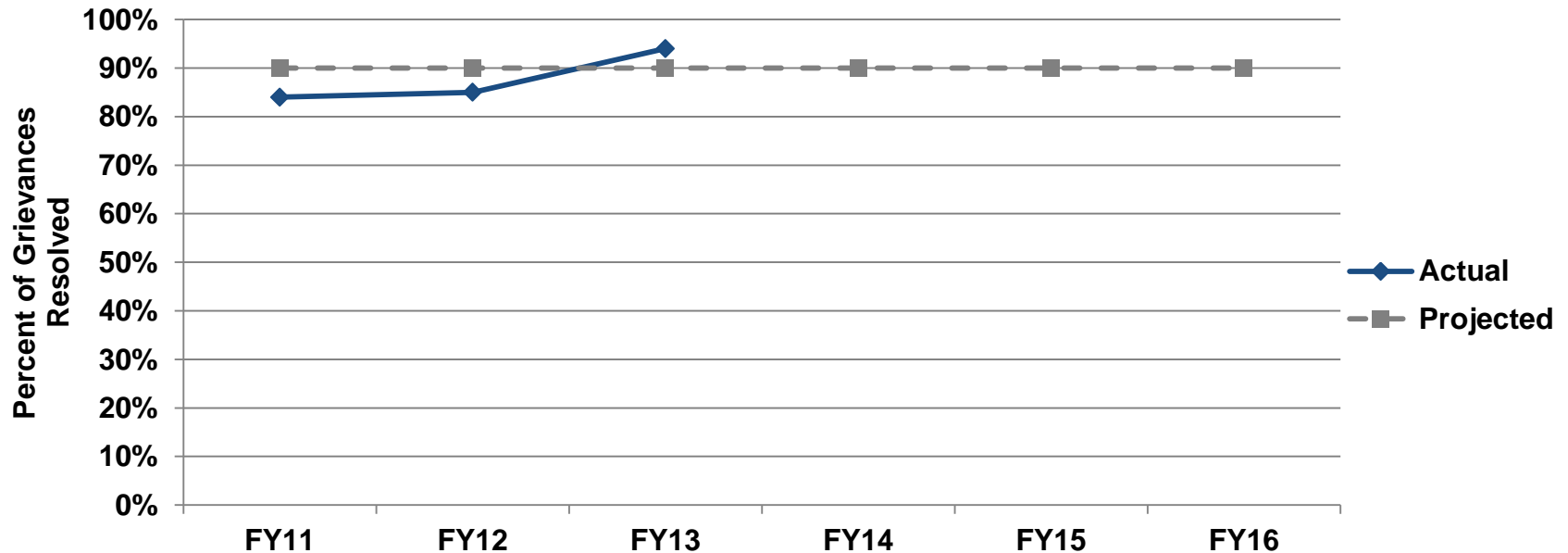
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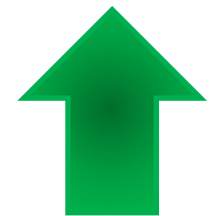
Review of FY13 Headline Performance Measures

Percent of Grievances Resolved Before Reaching A Third Party Neutral



	FY11	FY12	FY13	FY14	FY15	FY16
Actuals	84%	85%	94%	--	--	--
Projections	90%	90%	90%	90%	90%	90%

Performance Change Indicator



The percentage of grievances resolved before reaching a third party neutral is up 9 percentage points from FY12.



Percent of Grievances Resolved Before Reaching A Third Party Neutral

- **Factors Contributing to Current Performance:**

- Process allows unions and employees to raise issues and concerns that could otherwise lead to conflict
- OHR trains managers in basic labor relations tools
- Willingness of both parties to collaborate and reach mutual settlements of disputes or adverse actions

- **Factors Restricting Performance:**

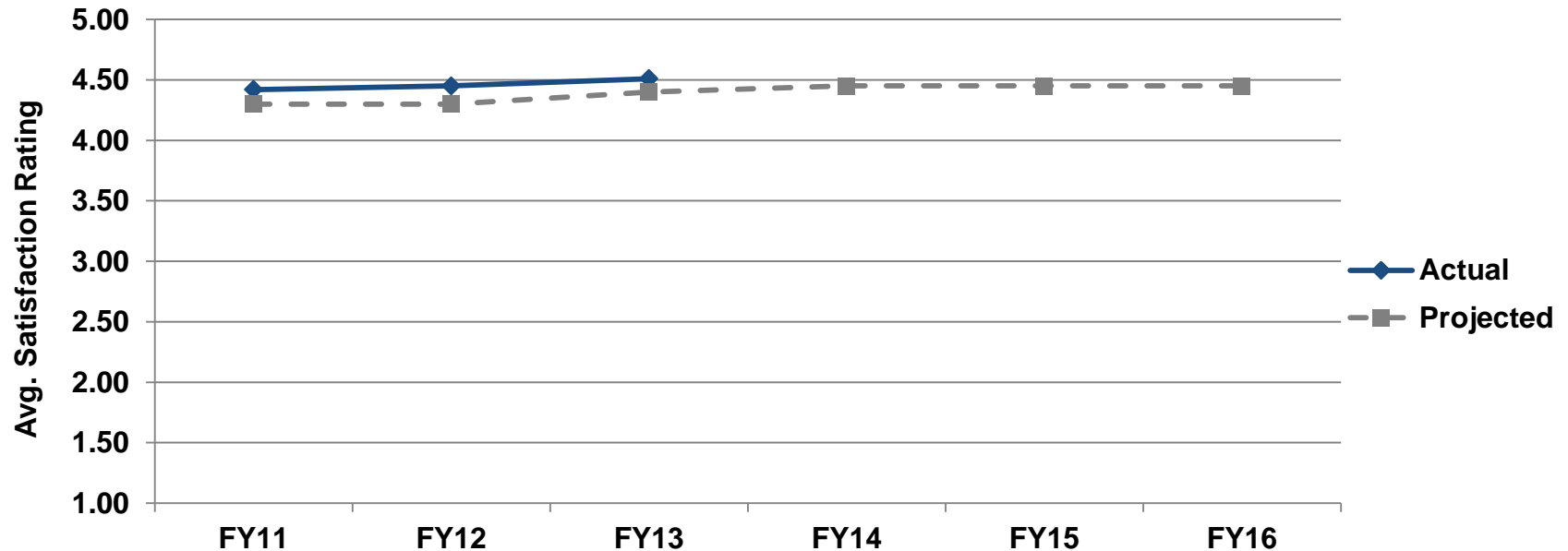
- Politics: both parties faced with pressures from constituents
- Labor arbitration and operating budget

- **Performance Improvement Plan:**

- Increase collaboration with departments and unions
- Training department managers to successfully avoid third party hearings
- Utilize presence of federal mediator in MCGEO step 2 to facilitate settlements
- Ensure appropriate resource allocation to secure top consultant and legal support for contract negotiation process
- Through expanded performance evaluation system, OHR will monitor performance and provide guidance to ensure consistency when setting expectations and goals

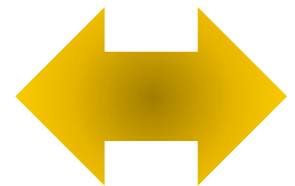


Avg. Satisfaction Rating of Depts. With Pools of Candidates for Positions (1-5 Scale)



	FY11	FY12	FY13	FY14	FY15	FY16
Actuals	4.42	4.45	4.51	--	--	--
Projected	4.30	4.30	4.40	4.45	4.45	4.45

Performance Change Indicator



Average Satisfaction Rating of Departments with Pools of Candidates for Positions remained relatively consistent with the past two years.



Avg. Satisfaction Rating of Depts. With Pools of Candidates for Positions (1-5 Scale)

- **Factors Contributing to Current Performance:**

- HR Specialists provide responsive and timely guidance to hiring managers
- Proper guidance regarding advertising, outreach, SME ratings, and HR coordination of the employment process
- Standard process of discussing poor ratings with hiring managers

- **Factors Restricting Performance:**

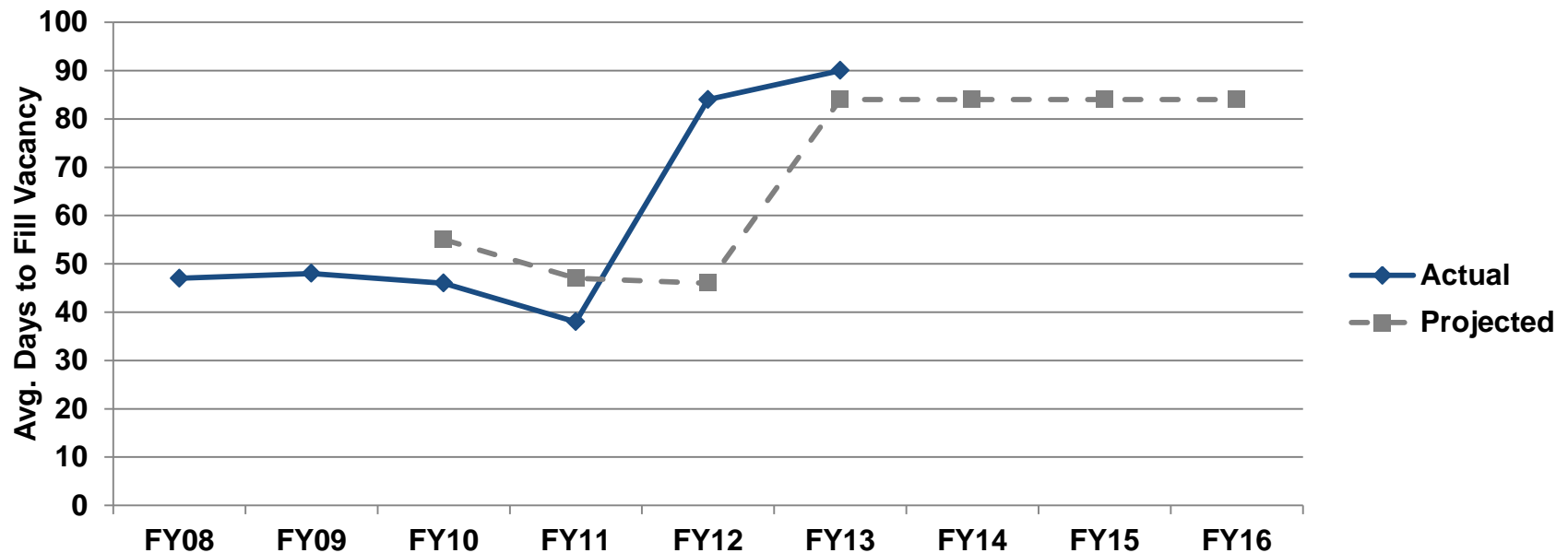
- Ratings may reflect issues handled by department's own staff
- Lack of clarity among hiring managers with regard to the process
- Applicants may be turned off due to iRecruitment issues
- Rating process

- **Performance Improvement Plan:**

- These outstanding ratings are attributed to excellent customer service and service delivery provided by this team.

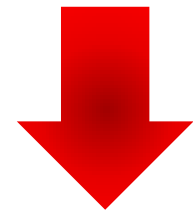


Avg. Number of Days to Fill a Vacant Position



	FY08	FY09	FY10	FY11	FY12*	FY13	FY14	FY15	FY16
Actuals	47	48	46	38	84	90	--	--	--
Projected	--	--	55	47	46	84	84	84	84

Performance Change Indicator



Average number of days to fill a vacant position in the County continues to increase, triggering a decline in performance.

*Increased time to hire attributed to fewer HR Specialists devoted to hiring, inclusion of hiring preference, and new iRecruitment system.



Avg. Number of Days to Fill a Vacant Position

- **Factors Contributing to Current Performance:**
 - Major increase in resumes received (14,000 to 53,000)
 - Increase in job postings, resumes per posting, and new hires
 - Decrease in HR Specialists from 12 to 4
- **Factors Restricting Performance:**
 - Lack of staff resources
 - New iRecruitment system is more time consuming and labor intensive
 - Hiring preference adds time to the process
- **Performance Improvement Plan:**
 - Streamline aspects of the process to deal with timeliness and efficiencies
 - Delegate outreach advertising to departments
 - Recommend moving to 1 week recruitments when we know we will get many applicants
 - Approve intradepartmental recruitments where it is most practical to do so
 - Make use of contract employees on short term basis
 - Implement a standard numeric rating process for subject matter experts



Average Number of Days to Fill a Vacancy:

Supporting Data

	FY10	FY11	FY12	FY13
Resumes Received and Rated	27,119	14,805*	41,197*	52,684*
Job Announcements Posted to Career Site	335*	321**	523	535
Number of New Hires - Permanent, Full-Time and Part-Time (Merit)	152	185	413	690
Number of New Hires - Temporary	1,638**	931***	952	1,094
Number of New Hires – Total (Permanent and Temporary)	1,790	1,116	1,365	1,784
Average Number of Resumes Received Per Job Announcement	81**	46	79	98

In FY13, resumes per announcement increased by 24%. Overall resumes received increased 28%. In FY12 and FY13, there were four fewer HR Specialists assigned to the Recruitment and Selection team.

FY 10 OHR Comments:

*Includes 98 RIF requisitions

**Includes 838 Volunteer Firefighters

***Includes 2,589 Firefighters

FY 11 OHR Comments:

*Includes 2,010 from REC

**Includes 86 RIF vacancies and 25 temporary REC announcements

***Includes 203 Volunteer Firefighters and 353 REC temps

FY 12 OHR Comments:

*Increased resumes per job largely due to public safety hiring and REC hiring.

FY 13 OHR Comments:

*Increased resumes per job largely due to DOT, Public Safety and Customer Service Trainee hiring.



Source: OHR

OHR Performance
Review

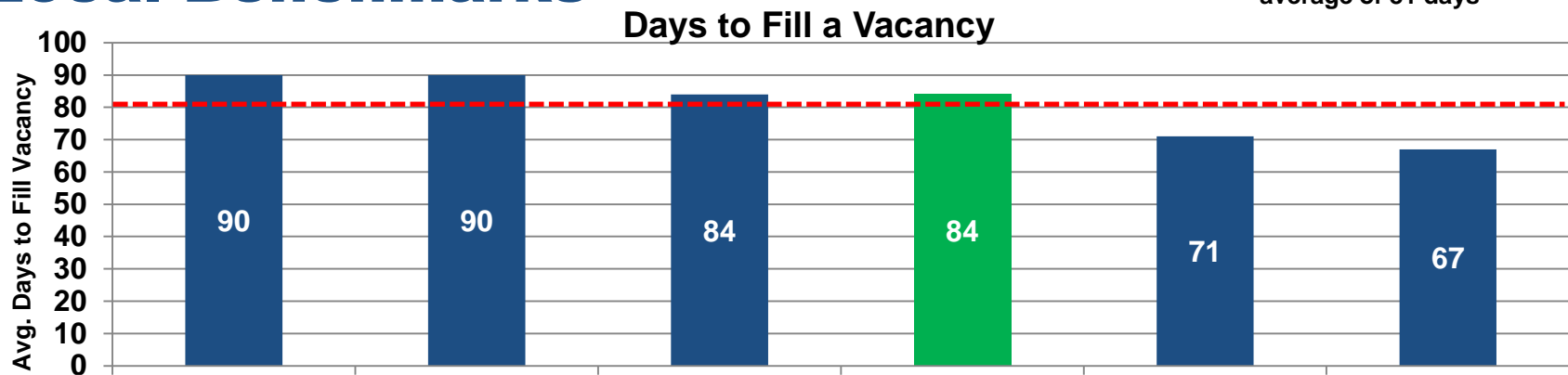
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Avg. Number of Days to Fill a Vacant Position: Local Benchmarks

--- average of 81 days



	Washington DC	Arlington County	Prince Georges County	Montgomery County	Fairfax County	Loudoun County
Number of Recruitments	1,870	435	212*	523	862	311
Size of Organization	32,000	3,400	6,100	9,000	12,000	3,174
Number of Recruiters	95**	4.75	8*	8	13	7
Ratio (Recruiters/ Employees)	337 : 1	716 : 1	762 : 1	1,125 : 1	923 : 1	453 : 1

Notably, even with the drop in performance over the past two fiscal years and an exceptionally high recruiter to applicant ratio, Montgomery County remains in line with many of our regional benchmark jurisdictions and is just 3 days over the average.

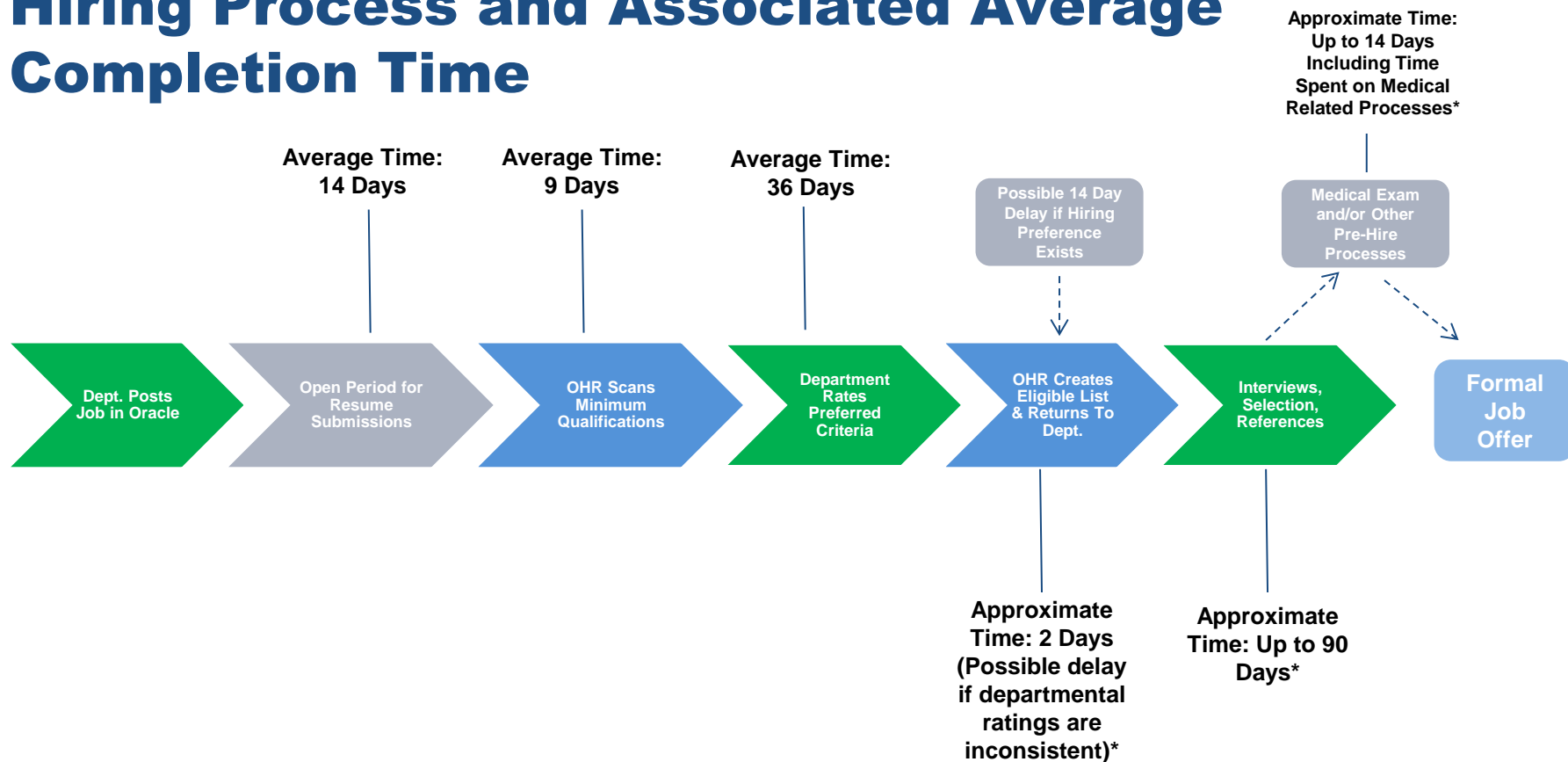
*Excludes public safety

**DC has HR recruiters that are staffed within each department to do the hiring for that department. Thus, the process is highly decentralized.

Source: FY12 comparative survey on behalf of Montgomery County OHR



Hiring Process and Associated Average Completion Time



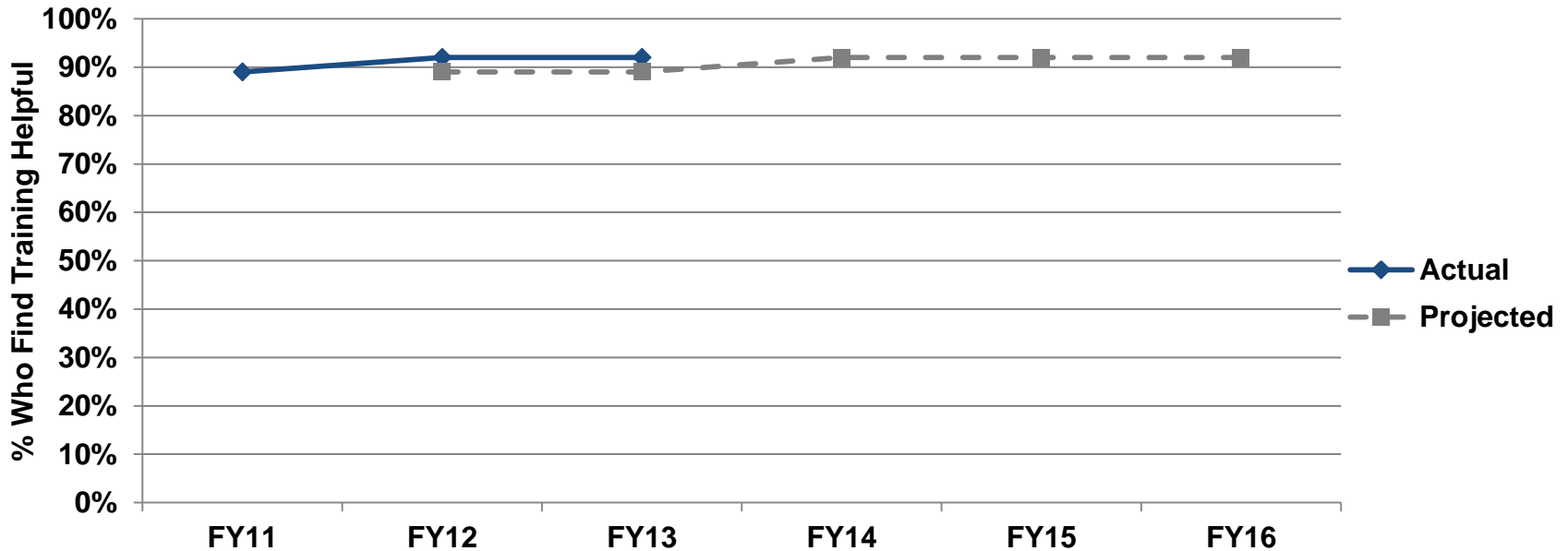
On average, it takes 59 days to get through the first four phases of the hiring process, 36 of which are attributed to the hiring department and 14 of which include the period of resume submission. OHR believes that the departmental interview process and preferred criteria ratings are a primary cause of delay, with departments often taking between 1 and 3 months to complete this phase. To confirm this, additional data would be required.

*Approximate times are based on conversations with OHR staff and have not been validated. According to OHR staff, iRecruitment does not have reporting capacity for average times of all phases of hiring process.

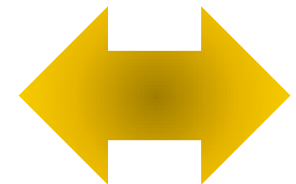
Source: OHR iRecruitment



Percent of Employees Surveyed Finding Training Helpful to Job



Performance Change Indicator



This performance remained unchanged from FY12 to FY13.



Percent of Employees Surveyed Finding Training Helpful to Job

- **Factors Contributing to Current Performance:**

- OHR offered 775 different instructor led training classes taken by over 14,000 employees
- Implementation of the Oracle Learning Management System

- **Factors Restricting Performance:**

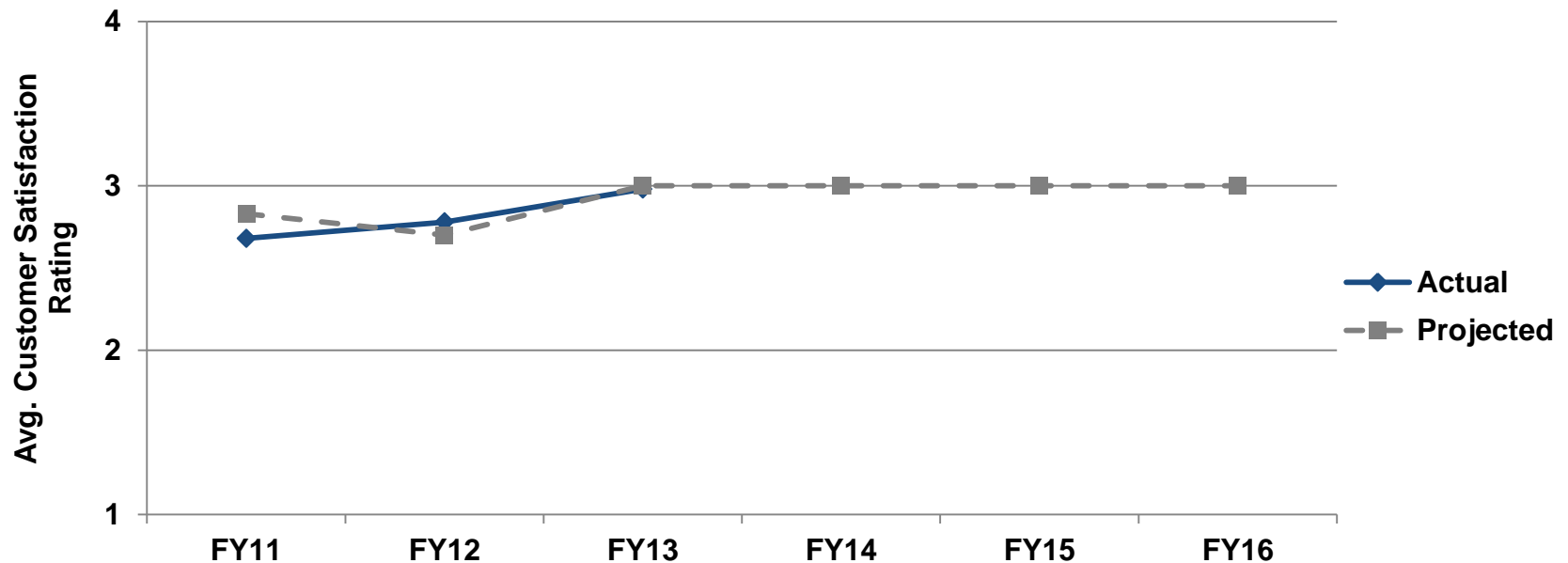
- Manager development training was eliminated due to financial constraints
- 350 employees on course waiting lists for instructor led computer software training courses

- **Performance Improvement Plan:**

- Identify staffing and fiscal resources to enable expansion of computer based training within the County
- Continue to partner with members of the Interagency Training Committee to provide jointly sponsored programs and services for County staff
- Utilize internal training facilitators and Employee Assistance Program training hours to supplement existing resources
- Fully implement Oracle Learning Management and the BI tool

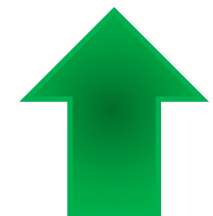


Average Customer Satisfaction Overall Rating



	FY11	FY12	FY13	FY14	FY15	FY16
Actuals	2.68	2.78	2.98	--	--	--
Projected	2.83	2.70	3.00	3.00	3.00	3.00

Performance Change Indicator



Over the past three fiscal years, performance has been moving in the right direction. OHR overall still falls slightly below the overall participant average of 3.06.



Source: Internal Customer Satisfaction Survey

Average Customer Satisfaction Overall Rating

- **Factors Contributing to Current Performance:**

- OHR made several website enhancements
- Providing information related to employment verification
- Providing more information online
- Updated SLAs
- Quarterly HR Liaison meetings

- **Factors Restricting Performance:**

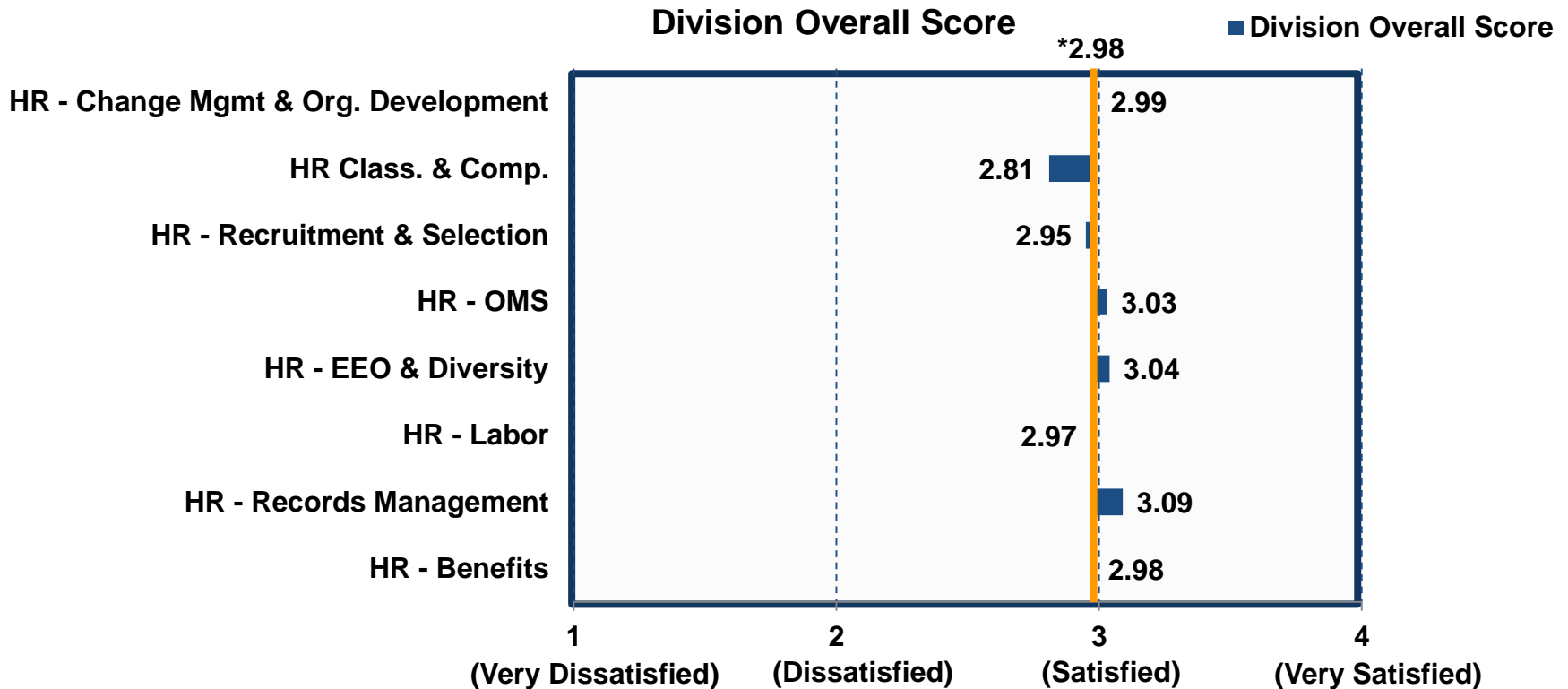
- Focus has been on implementation of Oracle ERP modules with less focus on customer service areas
- Decrease in workforce size
- ERP is not customized and this results in the need to make organizational changes

- **Performance Improvement Plan:**

- Consider implementing a benefits call center in collaboration with 311
- Fill staff openings
- Institute online on-boarding process to increase automation
- Establish IT-based grievance tracking system



Average Customer Satisfaction Rating by Division



2013 was the first year in which OHR's divisions received individual scores. EEO & Diversity, Recruitment and Selection, and Classification and Compensation scored below the overall department average. OHR has kept CountyStat involved in their on-going efforts to address their Customer Satisfaction Ratings.



*2013 OHR Overall Average.
Source: 2013 Internal Customer Survey

Average Customer Satisfaction Rating by Division

All Scores 2013 Survey

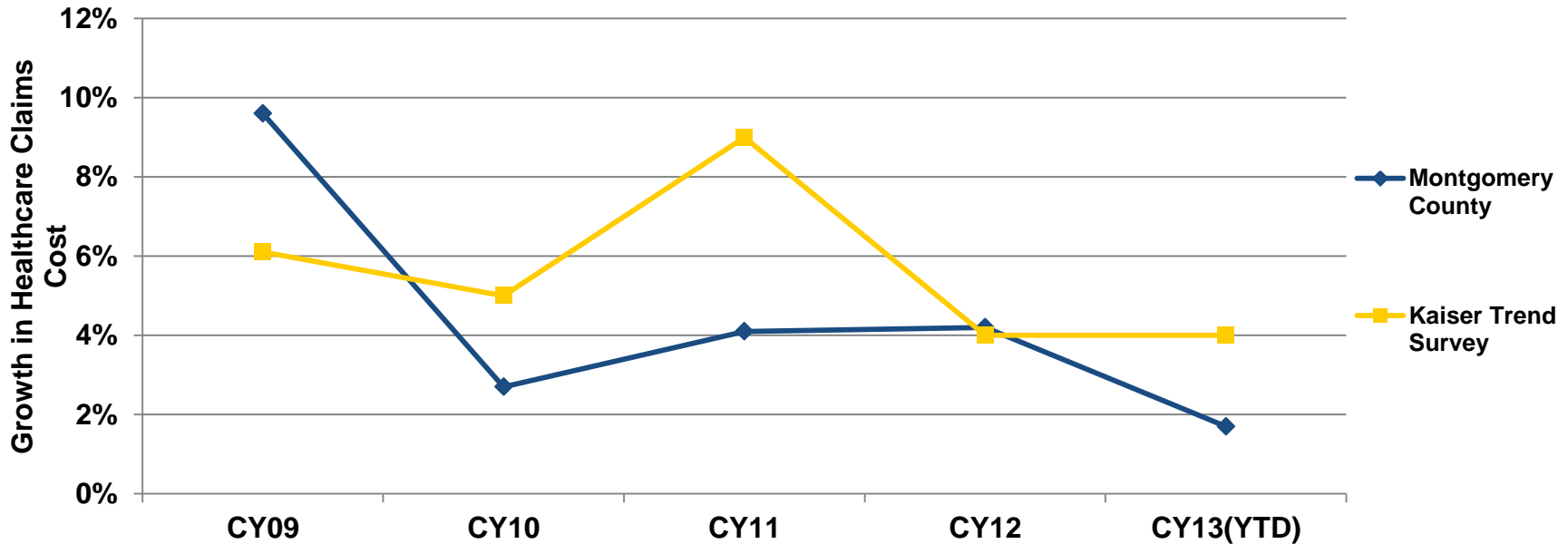
	Human Resources- Labor/Employee Relations	Human Resources- Recruitment & Selection	Human Resources- Classification & Compensation
Q2: Quality of service	3.06	3.03	2.87
Q3: Level of effort	3.00	2.81	2.68
Q4: Success rate	2.95	2.96	2.78
Q5: Communication	2.96	3.02	2.84
Q6: Professional knowledge	3.03	3.08	2.91
Q7: Availability	2.87	2.85	2.81
Q8: Responsiveness	2.99	2.99	2.81
Q9: Initiative	2.83	2.88	2.72
Q10: Process	2.95	2.99	2.83
Q11: Guidance & Assistance	3.04	3.05	2.87
Q12: Timeliness	3.01	2.91	2.83
Q13: Information	3.06	2.99	2.84
Q14: Innovation	2.87	2.80	2.70
Overall Average Rating	2.97	2.95	2.81

Classification and Compensation received scores below 3.0 in every category. Areas highlighted in red denote a score that is less than 3 (Satisfactory).



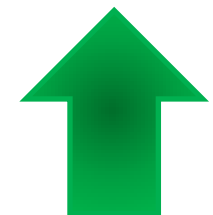
Source: 2013 Internal Customer Survey

Health Benefits – Healthcare Claims Cost Trend



	CY09	CY10	CY11	CY12	CY13
Montgomery County	9.6%	2.7%	4.1%	4.2%	1.7%
Kaiser Trend Survey	6.1%	5.0%	9.0%	4.0%	4.0%

Performance Change Indicator



Performance in this area improved from last year and performance remains satisfactory.



Health Benefits – Healthcare Claims Cost Trend

- **Factors Contributing to Current Performance:**
 - The Retiree Drug Subsidy utilized by the County
 - Since inception of the program, the County has filed claims for reimbursement of \$12.9 million.
- **Factors Restricting Performance:**
 - None
- **Performance Improvement Plan:**
 - Explore alternative delivery options for providing prescription coverage to Medicare eligible retirees
 - Hiring a Wellness Program Manager
 - Creation of Benefits Service Center
 - Continue to monitor effects of Affordable Care Act on the County's plans and make recommendations to stakeholders on how to reduce associated costs



County Workforce and MLS Race and Ethnicity

General Workforce	FY11	FY12	FY13	FY14	FY15	FY16
Native American	1%	1%	1%	1%	1%	1%
African American/Black	29%	28%	28%	28%	28%	28%
Asian	6%	6%	6%	6%	6%	6%
Hispanic/Latino	8%	9%	9%	9%	9%	9%
White	54%	54%	54%	54%	54%	54%
Other	2%	2%	2%	2%	2%	2%

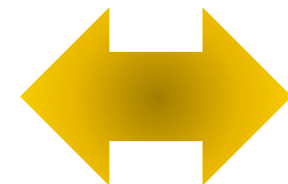
MLS	FY11	FY12	FY13	FY14	FY15	FY16
Native American	0%	0%	0%	0%	0%	0%
African American/Black	18%	18%	18%	18%	18%	18%
Asian	7%	7%	7%	7%	7%	7%
Hispanic/Latino	4%	4%	4%	4%	4%	4%
White	70%	70%	69%	69%	69%	69%
Other	1%	1%	2%	2%	2%	2%

Montgomery County Population Estimate (2012)	FY11
Native American	1%
African American/Black	18%
Asian	15%
Hispanic/Latino	18%
White	48%
Other	<1%

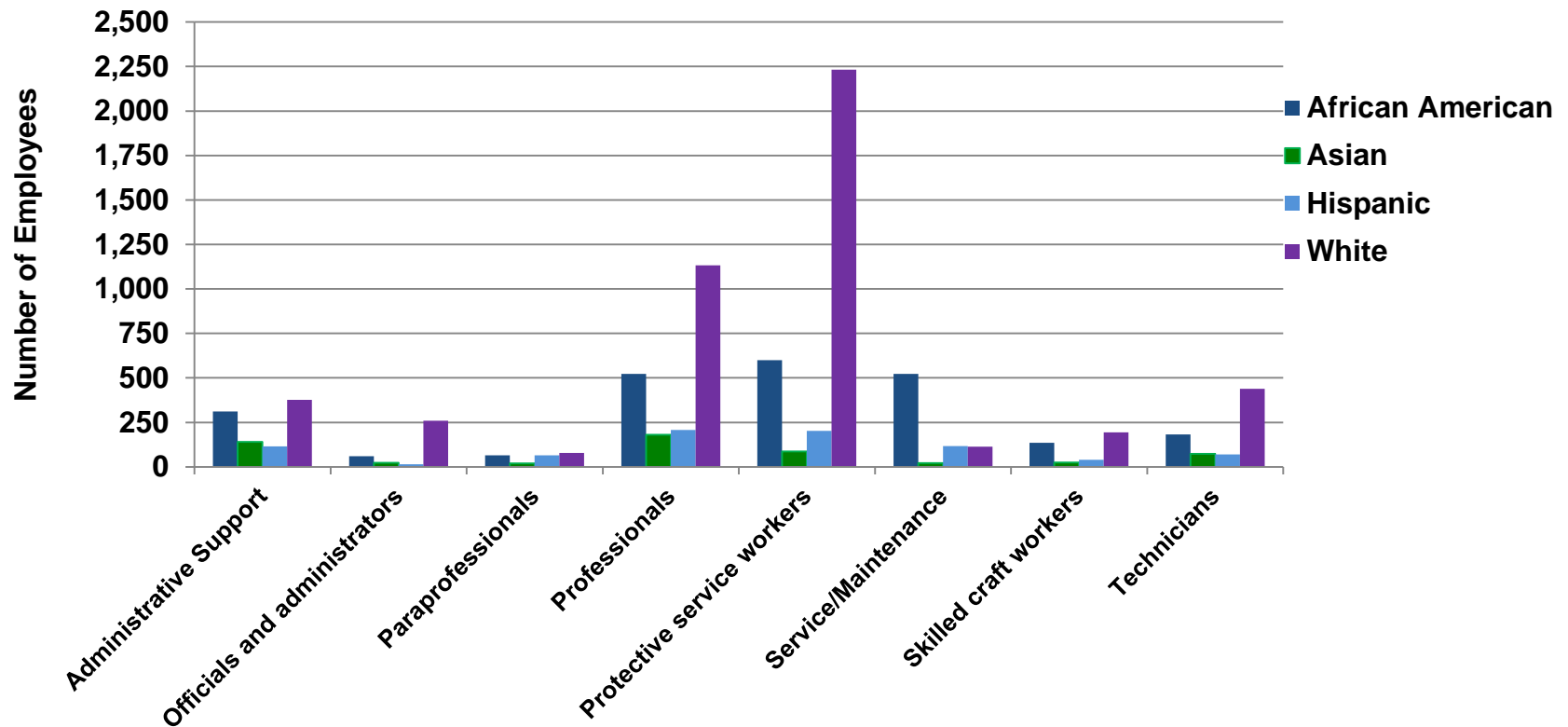
Source: 2012 Census Estimate

Performance in this area has remained consistent.
The County continues to maintain a diverse workforce.

Performance Change
Indicator



Distribution of Employment Category by Race/Ethnicity



Whites make up a plurality or majority of most position categories with the exception of Service/Maintenance in which African Americans comprise the majority.

Data current as of May 21, 2014. Includes merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module



Responsive and Sustainable Leadership Performance

Office of Human Resources
FY2013 Responsive and Sustainable Leadership Performance

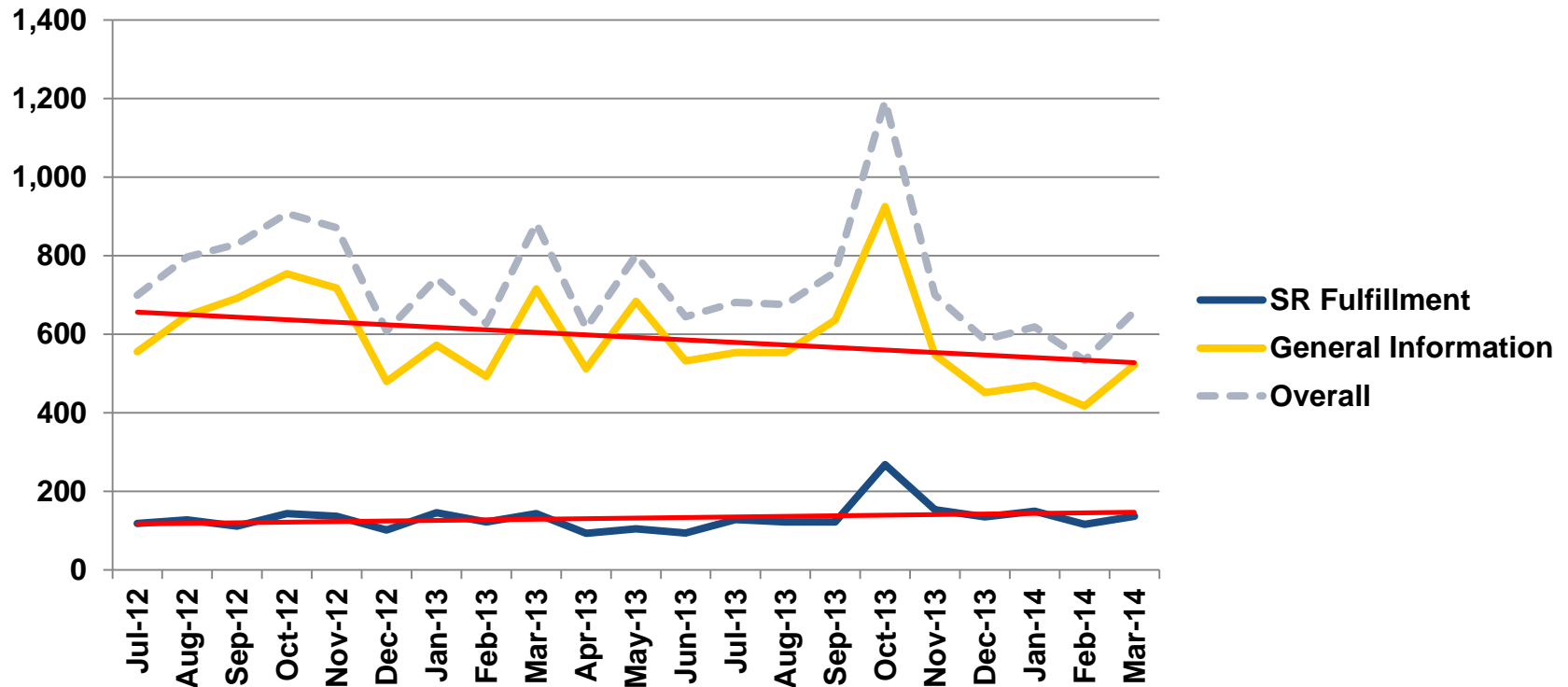
Area	Measure	FY12	FY13	Change
Effective and Productive Use of the Workforce/ Resources	Average overtime hours worked by all full-time, non-seasonal employees	0.11	0.27	↔
	Workforce availability for all full-time, non-seasonal employees	86.8%	85.8%	↔
Internal Control and Risk Management	Fully implemented audit report recommendations since issuance of the audit report	100%	100%	↔
	Number of work-related injuries	1	1	↔
Succession Planning	Percent of identified key position/ functions have developed and implemented long-term succession planning	N/A	100%	NEW
Mandatory Employee Training	% of department's employees that have fulfilled mandatory County/State/Federal training requirements	78.3	82.0%	↔
MFD Procurement	% of actions awarded to MFD firms	52.6%	25.9%	↓
	% of dollars awarded to MFD firms	3.48%	1.64%	↓
Environmental Stewardship	Print and mail expenditures	\$142,184	\$190,485	↓
	Paper purchased (sheets of paper)	984,400	748,250	↑

While there are eight Responsive and Sustainable Leadership goals, the goals of Innovations and Collaborations and Partnerships require narrative explanations and are therefore omitted from this dashboard.



311 SLA Performance and Call Volume

OHR 311 Requests FY13 – FY14 Q3



Overall, OHR customer request volume is declining . Service request fulfillment calls are on the rise, though much (if not all) of the incline may be attributed to the spike in October 2013 related to open enrollment. .



Source: Siebel

OHR FY13 Top 25 Solution Areas

Organization Name	OrigSolutionId	SolutionName	# of SR ▾	Rank
OHR	1-500P	Verification of County Employment	2184	1
OHR	1-50P7	Name of Recruiter for a Specific Department	939	2
OHR	1-50QB	Location, Hours and Parking for the Office of Human Resources	594	3
OHR	1-50Q4	Current Available County Jobs	548	4
OHR	1-50PX	Application Process for County Positions	324	5
OHR	1-50QW	Fax numbers for the Office of Human Resources	306	6
OHR	1-500W	Check Status of Application for Employment	251	7
OHR	1-500Q	Access Problems or Error Messages With Submission of Application on iRecruitment	238	8
OHR	1-K00BL	Occupational Medical	227	9
OHR	1-50PK	Employee - Add or Delete Dependents on Group Insurance	172	10
OHR	1-1EXXMS	Retiree - Request for Benefits Due to Death of a County Retiree	138	11
OHR	1-LDD2T	Employee - Group Insurance Confirmation Statement incorrect or not received	134	12
OHR	1-L81L	Request Change to Address for Benefits, Retirement or Tax Purposes (Current or Former Employee)	117	13
OHR	1-PNEUV	COBRA Eligibility and Process	113	14
OHR	1-1EV4EI	Retiree - Group Insurance Confirmation Statement Incorrect or Not Received	112	15
OHR	1-500Y	Employee - Group Insurance Coverage Denial	110	16
OHR	1-50P0	Problems Accessing System (Password) for Job Application	91	17
OHR	1-50QG	Employee - ID Card for Medical, Dental, Prescription or Vision Plan	86	18
OHR	1-50R0	Employee - Changing Beneficiary	73	19
OHR	1-1ESV07	Retiree - Group Insurance Deductions Incorrect on Pay Advice	68	20
	1-1EV4EH	Retiree - Group Insurance Coverage Denial	68	20
OHR	1-1EUTTW	Retiree - Add or Delete Dependents on Group Insurance	66	22
OHR	1-11S6G2	Office of Human Resources Partnership with MC311	62	23
OHR	1-1WOZ5L	iRecruitment Errors	61	24
OHR	1-1QZHM	Employee - Dependent added to coverage status	60	25

Many of the top solution areas pertain to information that is readily available online.



Source: Siebel

OHR FY14 (YTD)* Top 25 Solution Areas

Organization Name	OrigSolutionId	SolutionName	# of SR	Rank
OHR	1-500P	Verification of County Employment	1152	1
OHR	1-50P7	Name of Recruiter for a Specific Department	856	2
OHR	1-50Q4	Current Available County Jobs	534	3
	1-50QB	Location, Hours and Parking for the Office of Human Resources	534	3
OHR	1-50OW	Check Status of Application for Employment	330	5
OHR	1-2IGHIX	Retiree - Group Insurance Question	301	6
OHR	1-50PX	Application Process for County Positions	279	7
OHR	1-2IGHIU	Employee - Group Insurance Question	238	8
OHR	1-50QW	Fax numbers for the Office of Human Resources	225	9
OHR	1-50OQ	Access Problems or Error Messages With Submission of Application on iRecruitment	212	10
OHR	1-50PK	Employee - Add or Delete Dependents on Group Insurance	211	11
OHR	1-K00BL	Occupational Medical	163	12
OHR	1-50P0	Problems Accessing System (Password) for Job Application	146	13
OHR	1-1EXXMS	Retiree - Request for Benefits Due to Death of a County Retiree	117	14
OHR	1-1EUTTW	Retiree - Add or Delete Dependents on Group Insurance	95	15
OHR	1-50OY	Employee - Group Insurance Coverage Denial	94	16
OHR	1-1803BN	Employee - Online Open Enrollment System	91	17
OHR	1-50QG	Employee - ID Card for Medical, Dental, Prescription or Vision Plan	76	18
OHR	1-2PYS2Y	Retiree - Online Open Enrollment System	73	19
OHR	1-1EV4EQ	Retiree - Open Enrollment Selections	71	20
OHR	1-1EV4EH	Retiree - Group Insurance Coverage Denial	68	21
OHR	1-L81L	Request Change to Address for Benefits, Retirement or Tax Purposes (Current or Former Employee)	63	22
OHR	1-50QF	Online Application Requirements	61	23
OHR	1-2QF7L2	AccessMCG (OHR Retiree Benefits) - Didn't Receive or Can't Find Letter With Temporary Login Username & Temporary Password	55	24
OHR	1-29GSPN	Access to Online Training Catalog	52	25

The top 25 solution areas are similar in FY14, though there have been some declines in SRs for some of the solution areas.



YTD as of 6/15/2014
Source: Siebel

OHR Performance
Review

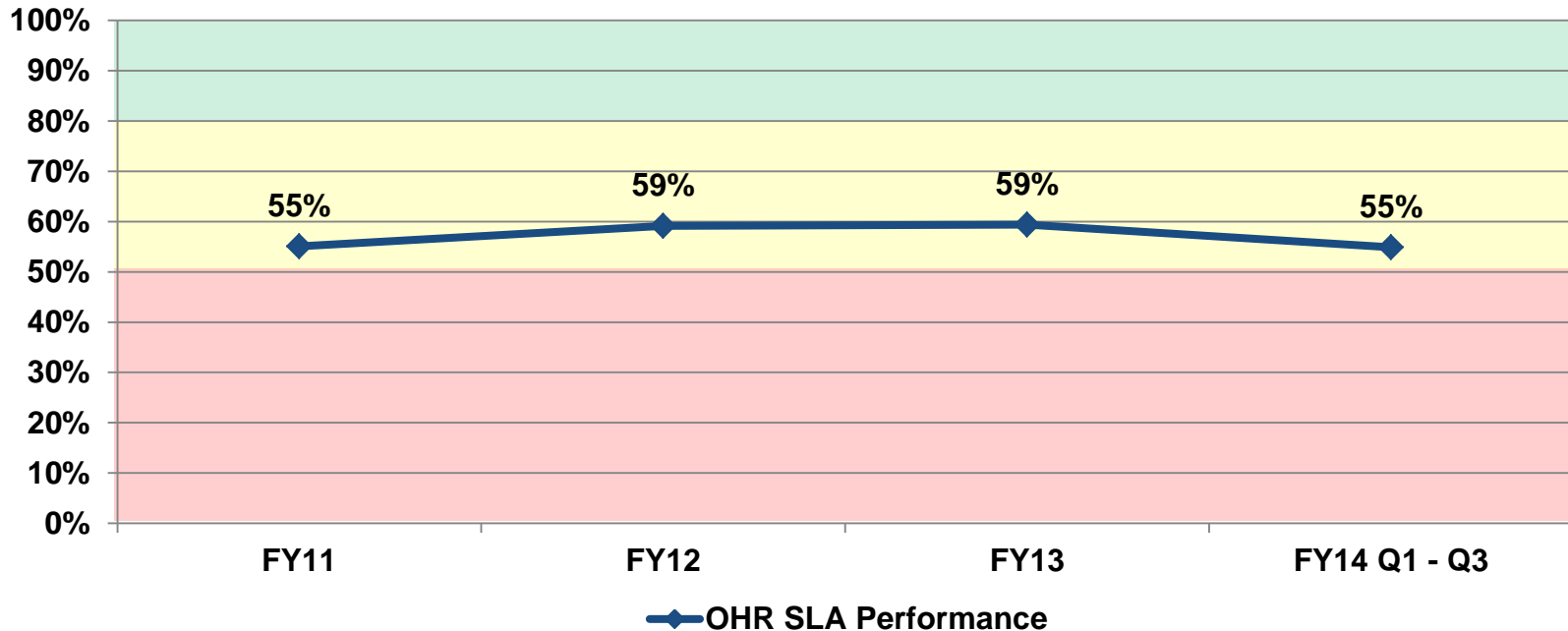
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Overview of OHR Service Level Agreement (SLA): Overall Performance

Disparity between SLA timeframe and actual days to complete indicates either a performance issue or the need to revise the existing SLA to more accurately capture the business process

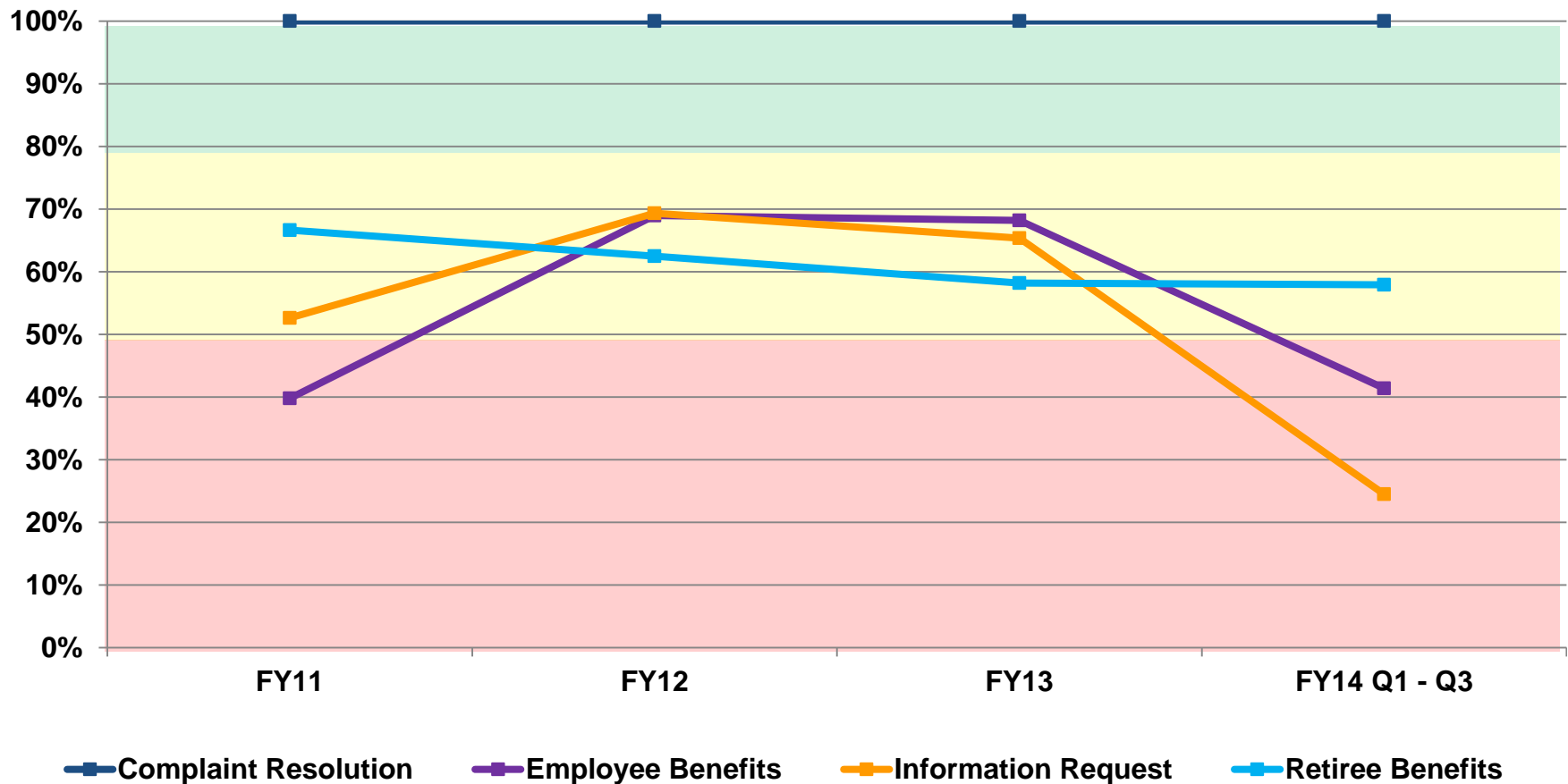


Overall, the data suggest that OHR is underperforming on their SLAs. OHR is currently working with MC311 and CountyStat to adjust any SLAs that may be too long or too short. Any agreed upon changes will take effect for FY15.



Source: Siebel

Overview of OHR Service Level Agreement (SLA): By Service Area



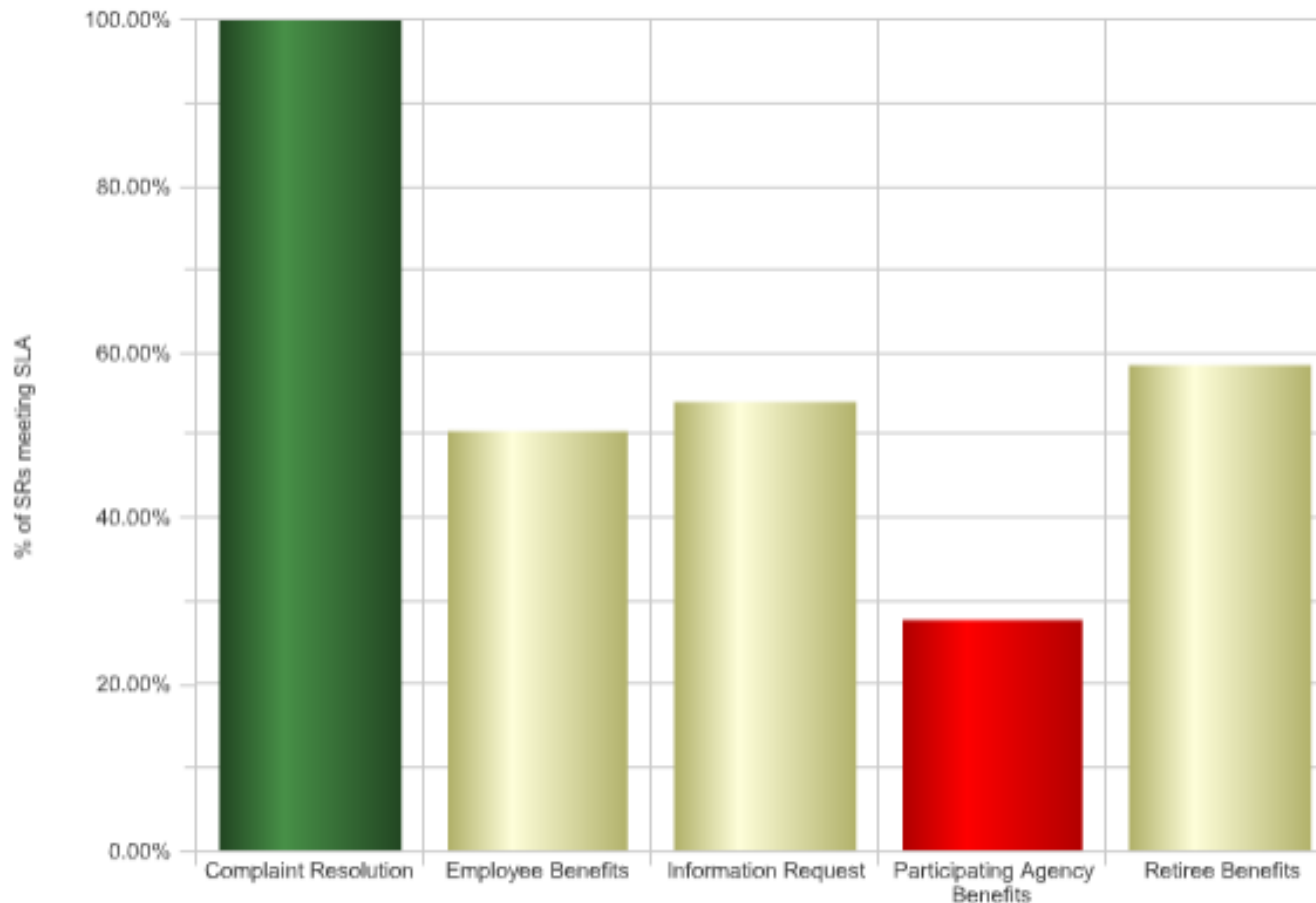
Three of the above four service areas are underperforming on their SLAs. Through the third quarter of FY14, performance has declined further in the areas of Employee Benefits and Complaint Resolution.

*Area of Participating Agency Benefits was not added until FY14 and is not included.

Source: Siebel



SLA Performance by Service Area: FY13 – FY14 Q3



A fifth Service Area – Participating Agency Benefits – has been added for OHR. Performance in this area is below 30%.



Source: Siebel

SLA Performance (FY13 – FY14 Q3)

Department	Area	Sub Area	# of SRs	# of SRs meeting SLA	% of SRs meeting SLA	Oldest Open SR
OHR	Complaint Resolution	EEO & Diversity Management	20	20	100.00%	51
	Employee Benefits		934	471	50.43%	47
	Information Request	Benefits	3	2	66.67%	
		Change Management & O D	1	0	0.00%	28
		Employment Verification	76	75	98.68%	
		Labor/Employee Relations	1	0	0.00%	
		Occupational Medical Services	12	11	91.67%	
		Other	42	3	7.14%	
		Records Management	38	8	21.05%	
		Recruitment & Selection	618	306	49.51%	23
		Training and Organization Dev	21	6	28.57%	285
			81	72	88.89%	160
	Participating Agency Benefits		18	5	27.78%	
	Retiree Benefits		1107	646	58.36%	58
Grand Total			2972	1625	54.68%	285



= SLA Performance Above 80%



= SLA Performance Between 50% and 80%



= SLA Performance below 50%

*Only Sub-Areas with 10 or more SRs received a rating

The area of Employee Benefits, along with the sub-areas of Recruitment and Selection and Retiree Benefits all had high SR volumes and low performance on SLAs. Many sub-areas have SRs that have been open durations far exceeding the SLA.



Source: Siebel

SLA Performance (FY13 – FY14 Q3)

The Area of *Information Request* has several fulfillment requests which have been open for more than 100 days and which have an SLA of less than two days.

Area	Sub Area	Topic	+/- Days	SLA
Information Request	Change Management & O D	Updates or Changes to Training Transcript	72	2
	Training and Organization Dev	Access to Online Training Catalog	283	1
		Forgot OHR Training Password	243	1
			172	1
			302	2
		Main Telephone Number for the Training and Development Team	228	2
			133	2
		Montgomery County Government Internal Limited English Proficiency (LEP) Language Resources	330	1
		Problems with Setting up a Password, Registration or Enrolling in a Class	278	2
		Registration for a Training Class Without a User Name and Password	219	1
			259	1
		Request for Listing of Courses Taken or Copy of Training Course Transcript	252	1
			224	1
		Compensatory Time and Annual Leave Carryover	193	1
		Service Increments Fiscal Year 2014	205	1

OHR may be able to improve its SLA performance by delegating the responsibility for monitoring incoming service requests to a single employee or small, centralized group of employees.



Source: Siebel

KBAs With Lowest Average SLA Performance: Recruitment and Selection Sub-Area

KBA	SLA	Average Days Over SLA	Longest Completion Time
Recruitment and Selection Sub-Area			
Schedule or Reschedule Employment Testing for Public Safety Positions**	4 Days	16 Days	16 Days
Scheduled Interview for County Position**	4 Days	15 Days	17 days
Online Application Requirements	2 Days	13 Days	97 Days
Questions on Application Rating	4 Days	9 Days	53 Days
Check Status of Application for Employment	4 Days	8 Days	79 Days
Receiving Blank General iRecruitment Email Notifications	4 Days	8 Days	51 Days
Applying for Multiple Positions**	1 Day	7 Days	7 Days
Recruitment for County Positions that Close the Day He/She is Calling or the Following Day or iRecruitment Down	1 Day	5 Days	60 Days
Access Problems or Error Messages with Submission of Application on iRecruitment	4 Days	3 Days	76 Days
Problems Accessing System (Password) for Job Application	4 Days	3 Days	28 Days
iRecruitment Errors	4 Days	3 Days	23 Days

Includes KBAs where average days over SLA is greater than or equal to 3 days.

**KBA has less than ten total service requests in the period of analysis.



KBAs With Lowest Average SLA Performance: Employee Benefits Area

KBA	SLA	Average Days Over SLA	Longest Completion Time
Employee Benefits Area			
Employee - 2013 Dependent Eligibility Verification Review**	1	19	19
Employee - Long Term Disability for ERS Members**	2	16	36
Employee - ID Card for Medical, Dental, Prescription or Vision Plan**	1	8	26
Employee - Group Insurance Question	2	8	45
Employee - Group Insurance Coverage Denial	2	7	122
Employee - Termination of Insurance Benefits After Leaving County Employment**	1	7	24
Employee - Group Insurance Confirmation Statement incorrect or not received	5	6	302
Employee - Notice of Data Security Breach**	2	5	20
Employee - Insurance Requirements to Add Dependents**	1	5	5
Employee - Changing Beneficiary	1	4	25
Retiree - Group Insurance Question	2	4	54
Employee - Summary of Benefits Coverage (SBC)	2	4	18
Employee - Questions Regarding Group Insurance While on Leave of Absence**	3	4	16
Employee - Submitting Open Enrollment Forms and Documentation**	1	4	6
Employee - Health Care or Dependent Care Flexible Spending Account**	1	4	5
Employee - Schedule for Open Enrollment**	1	4	8
Employee - Add or Delete Dependents on Group Insurance	1	4	30
Employee - Dependent Added to Coverage Status	3	3	35
Employee - Domestic Partner Imputed Income and Defense Of Marriage Act**	2	3	3
Employee - Open Enrollment Preview and Legal Notices Mailing**	1	3	3
Employee - Open Enrollment Packet Problem	5	3	53

Includes KBAs where average days over SLA is greater than or equal to 3 days.

**KBA has less than ten total service requests in the period of analysis.



KBAs With Lowest Average SLA Performance:

Retiree Benefits Area

KBA	SLA	Average Days Over SLA	Longest Completion Time
Retiree Benefits Area			
Retiree - Domestic Partner Imputed Income and Defense Of Marriage Act**	2	52	52
Retiree - Status Changes to Insurance Coverage**	1	15	80
Retiree - Long Term Disability for ERS Members**	2	10	54
Retiree - Add or Delete Dependents on Group Insurance	1	9	98
Retiree - Open Enrollment Selections**	1	7	13
Retiree - Group Insurance Cost Share	2	7	78
Retiree - ID Card for Medical, Dental, Prescription or Vision Plan**	2	7	23
Retiree - Changing Life Insurance Beneficiary	1	6	53
Retiree - Medicare and Your County Insurance Seminars	2	6	65
Retiree - Schedule for Open Enrollment**	1	5	16
Retiree - Group Insurance Coverage Denial	2	5	60
Retiree - 2013 Dependent Eligibility Verification Review**	1	5	5
Retiree - Summary of Benefits Coverage Mailing (SBC)	2	5	46
Retiree - Insurance Requirements to Add Dependents**	1	5	6
Retiree Online AccessMCG OHR Benefits - Temporary Login Username or Temporary Password Not Allowing Retiree to Create Account in Access MCG**	2	4	14
Retiree - Dependent Added to Coverage Status	2	4	18
AccessMCG (OHR Retiree Benefits) - Didn't Receive or Can't Find Letter With Temporary Login Username & Temporary Password	2	4	49
Retiree - Life Insurance Amount	7	4	120
AccessMCG- Wants to Confirm Online Changes Are Correct or Received**	2	4	9
AccessMCG (OHR Retiree Benefits) - Application Error Message**	2	3	7
Retiree - Cobra Claims Issue**	1	3	6



Includes KBAs where average days over SLA is greater than or equal to 3 days.

**KBA has less than ten total service requests in the period of analysis.

Wellness Program Overview

Wellness Program Mission

Mission Statement: *MCG Vitality assists the dedicated employees of Montgomery County Government in embodying vitality as an essential value through an integrated, data-driven wellness program that supports optimal health, happiness and productivity.*

Goals:

- ***Reduce the County's Health Care Plan cost escalation***
- ***Reduce workers compensation claims***
- ***Create a Culture of Wellness***



Wellness Program: How Will We Measure Success?

Each goal of the Wellness Initiative should have an associated metric for evaluating success:

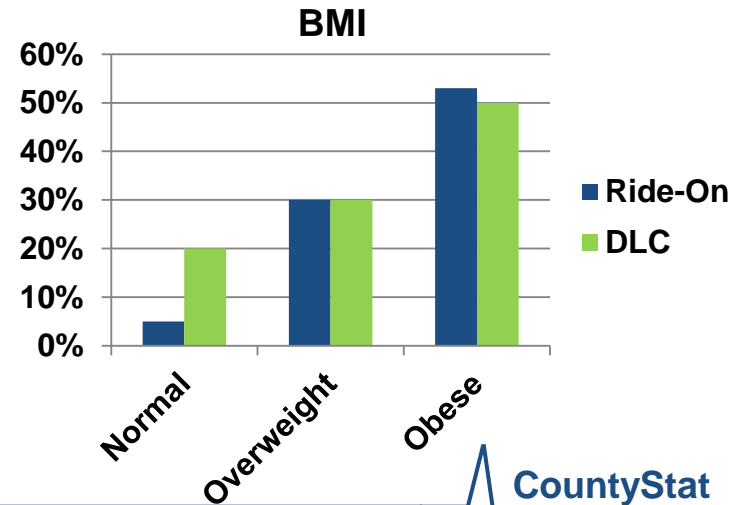
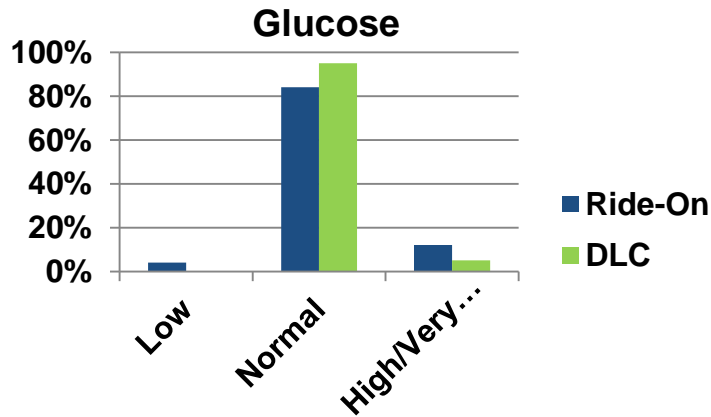
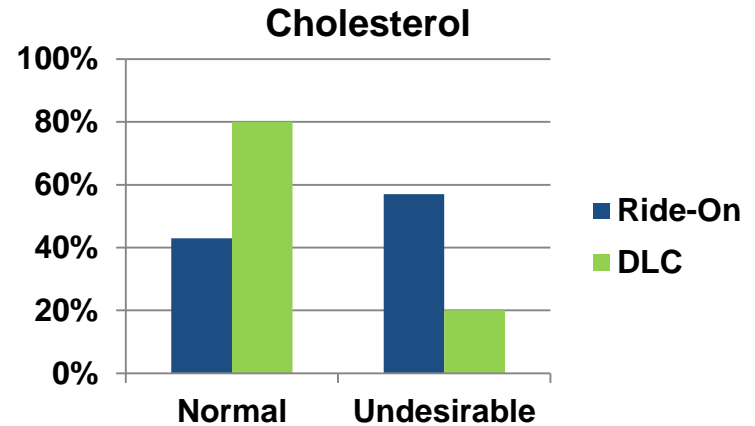
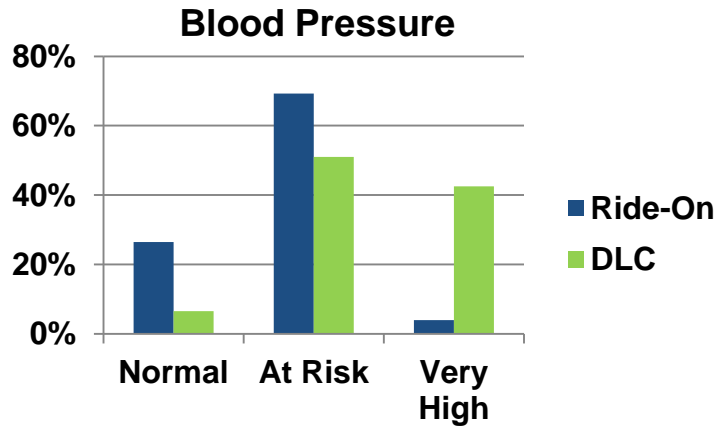
Goal	Possible Metric(s)
Reduce Healthcare Cost Escalation	Healthcare cost trend (current Headline Performance Measure)
Reduction of Workers Compensation Claims	Workers compensation claims trend among treatment population
Create Culture of Wellness	Wellness-related survey scores (if possible); Number of preventative care screenings; Sick leave, FMLA use, and overall workforce availability among treatment population; Separation for reasons related to health among treatment population; Other Wellness Program participation rates

As the wellness program matures, CountyStat will work with OHR to monitor the progress of the initiative toward the achievement of its goals.



Wellness Program: DOT Ride-On and DLC Screening Results

Among the sample of employees screened, the data suggest that blood pressure, weight and cholesterol are serious health concerns. 12% of Ride-On drivers and 5% of DLC employees who were screened also had high or very high glucose levels.*



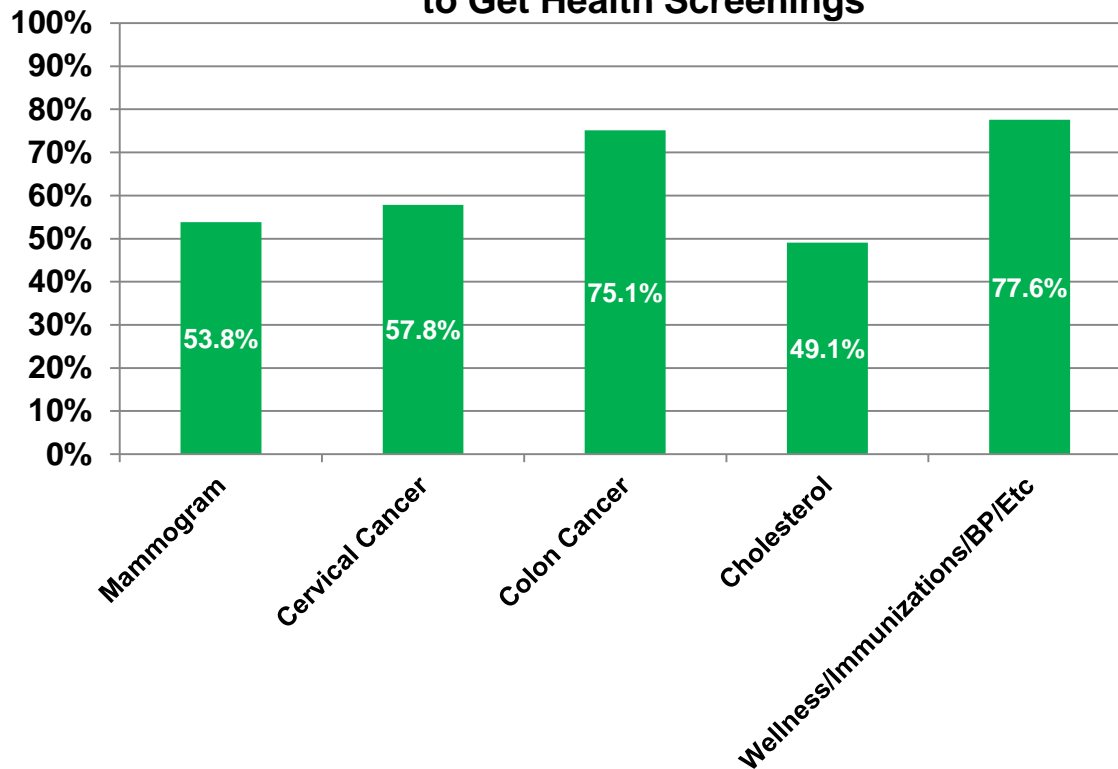
*Those with high glucose who are already on medication would not show up in the high/very high category.

Source: OHR



Wellness Program: Chronic Conditions Among Active Employees*

% of Eligible MCG Candidates Who Fail to Get Health Screenings



Chronic Conditions

Condition	% of Active Employee Membership
Diabetes*	7.9%
Coronary Artery Disease*	2.4%

**Diseases are largely lifestyle-related suggesting that interventions may be effective in lowering prevalence of these diseases.*

The data suggest that there is an existing need for targeted interventions aimed at increasing participation in health screenings. Participation in preventative screenings should reduce future health care costs.



Source: CareFirst

Sample of participants includes those enrolled in CareFirst only

OHR Performance
Review

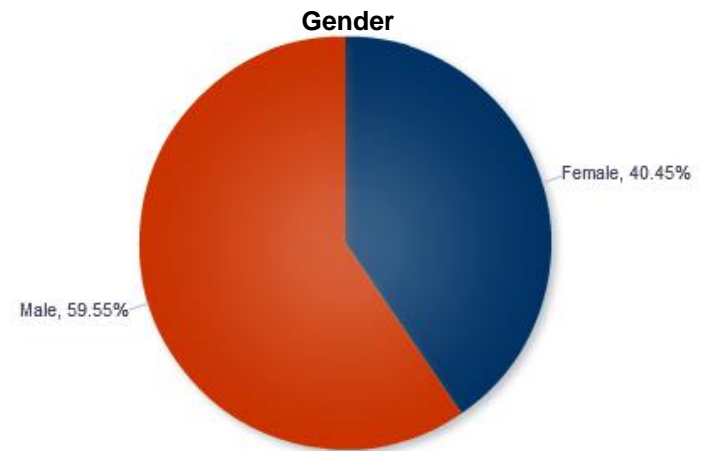
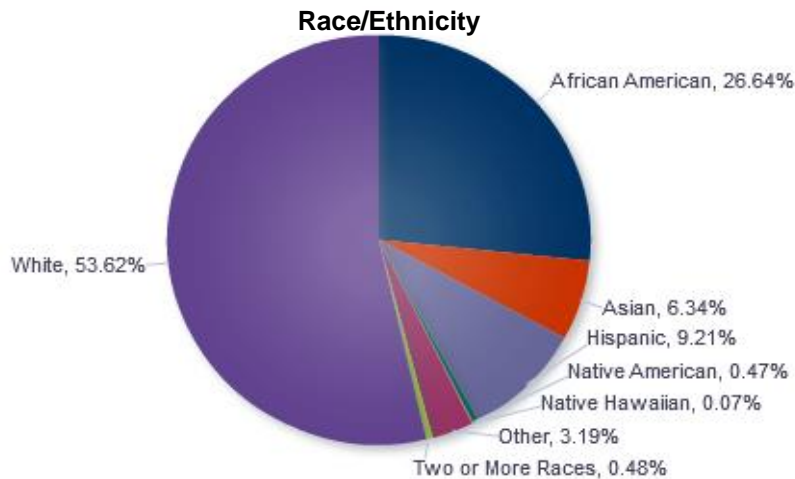
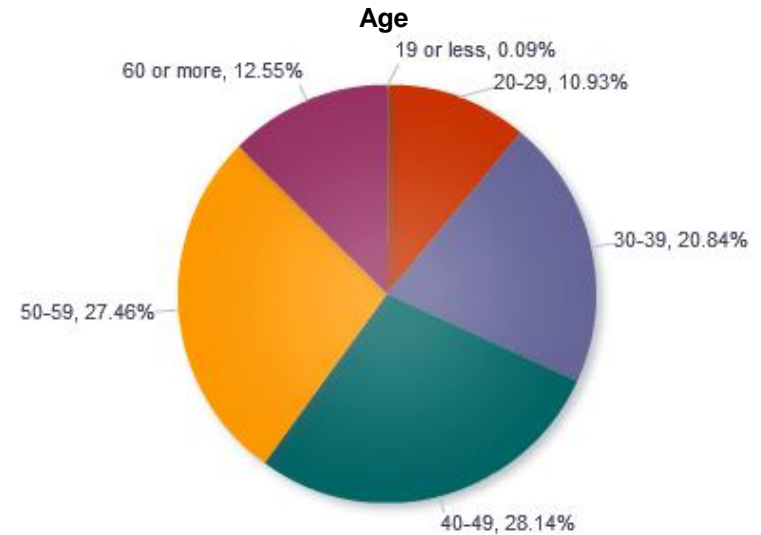
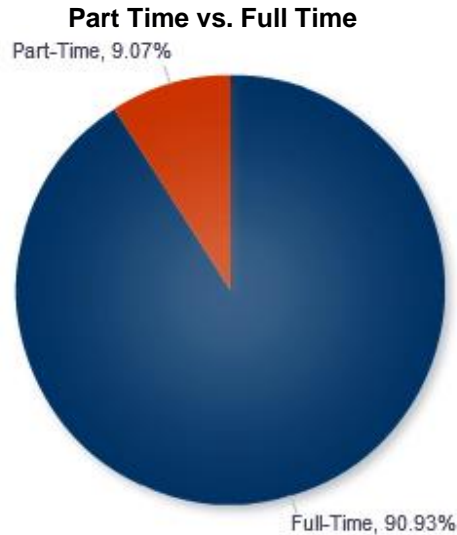
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6/23/2014



Oracle Business Intelligence Data: EEO

Assignment Category, Race/Ethnicity, Age, & Gender



Data current as of May 21, 2014. Includes full and part-time merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module




Age and Gender Distribution

Assignment Category	Count
Full-Time	8,186
Part-Time	817
Grand Total	9,003

Race/Ethnicity	Count
African American	2,398
Asian	571
Hispanic	829
Native American	42
Native Hawaiian	6
Other	287
Two or More Races	43
White	4,827
Grand Total	9,003

Age Range	Count
19 or less	8
20-29	984
30-39	1,876
40-49	2,533
50-59	2,472
60 or more	1,130
Grand Total	9,003

Gender 	Count
Female	3,642
Male	5,361
Grand Total	9,003

Notably, 40% of the County workforce is age 50 or older, and nearly 13% are 60 or older. The County continues to employ and recruit a diverse workforce.

Data current as of May 21, 2014. Includes full and part-time merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module



Oracle Business Intelligence Data: Turnover

Top 15 Reasons for Separation from FY12 to Present

Reason	FY12	FY13	FY 14 (YTD)	Total	% Change (FY12-FY13)
Normal Retirement	133	175	230	538	22%
Personal Non-Job Related	70	85	56	211	10%
Other	33	48	62	143	11%
Service-connected disability	37	34	16	87	21%
Career Change	16	17	30	63	-9%
Early Retirement	14	23	18	55	3%
Failure to Pass Probationary Period	4	26	25	55	56%
Moving Out of Area Relocation by Choice	13	22	18	53	157%
Non-Service connected disability	6	18	11	35	225%
Family responsibilities	11	11	9	31	92%
Deceased	10	7	9	26	0%
Health Reasons	11	9	15	26	-27%
Misconduct/Violation of rules	10	8	8	26	-20%
Personal Job Related	9	10	6	25	-25%
Better promotional opportunities	9	3	8	20	10%

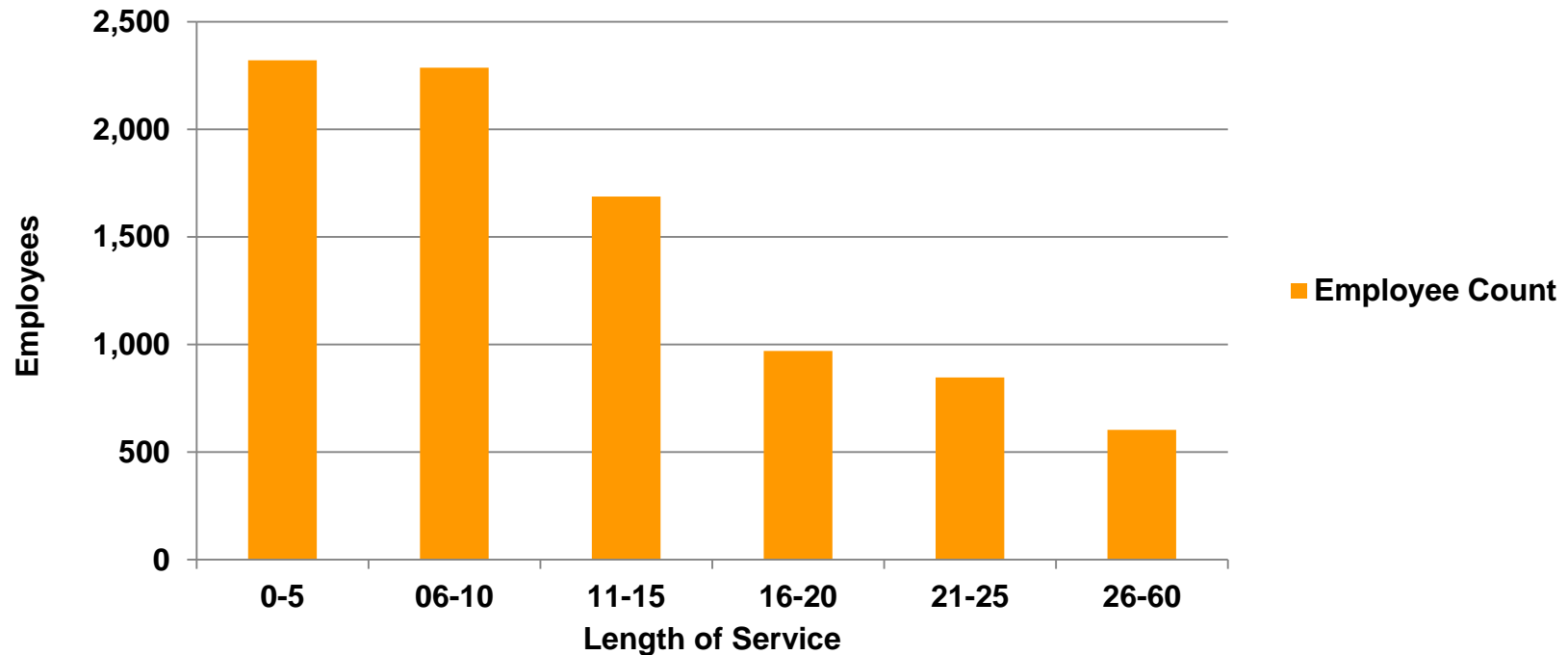
A plurality of employees leave the County for normal retirement. Many also leave for personal reasons not related to their jobs. The number of people stating they are leaving the County for a career change or who are relocating by choice is rising. Separations due to health are also rising.

Data current as of June 1, 2014. Includes MCG merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module



Length of Service



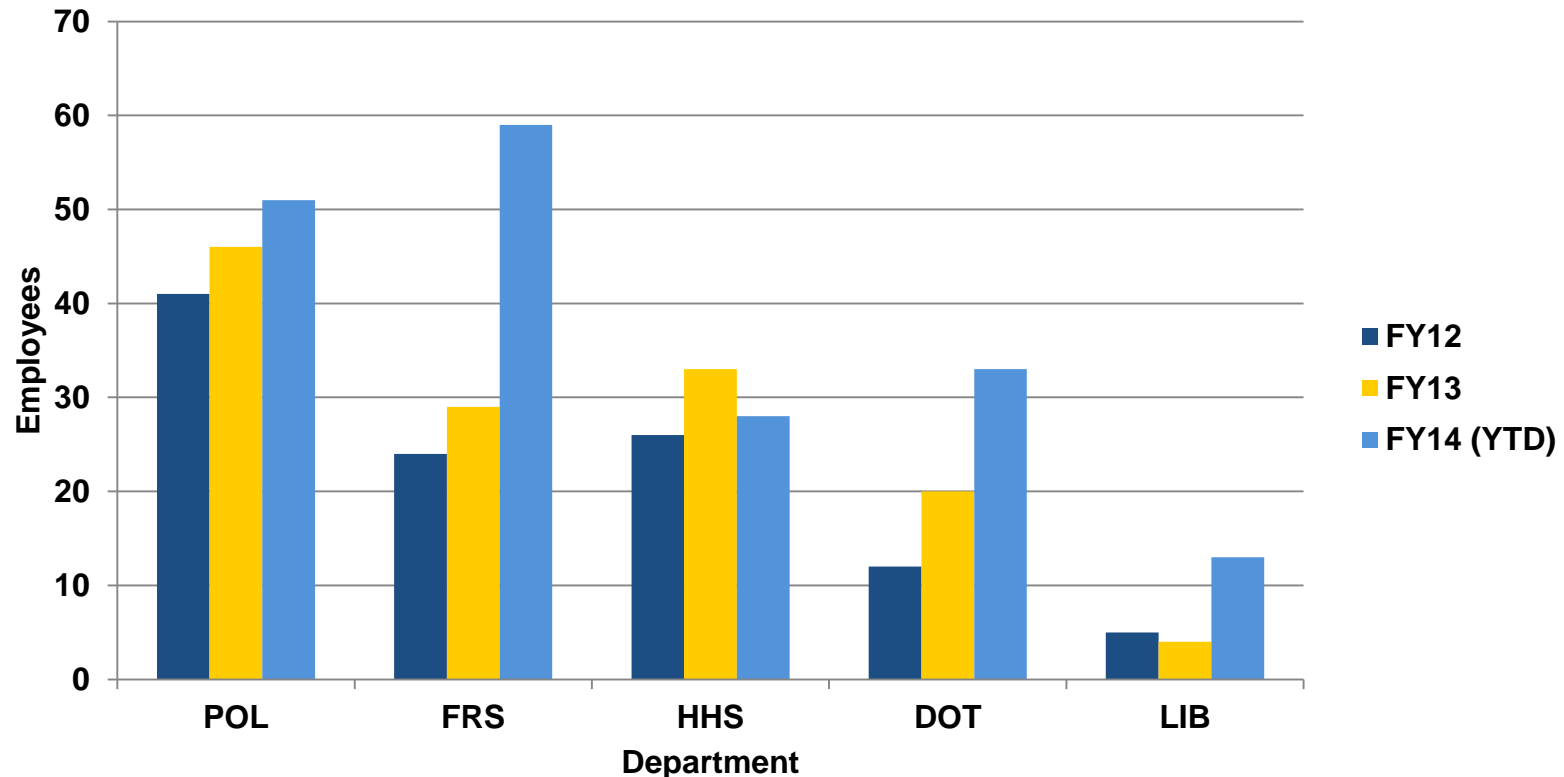
The average length of service for normal retirement in fiscal years 2012 through 2014 (YTD) is 25 years. 18% of the MCG permanent workforce has been employed with the County for 21 years or more.

Data current as of May 21, 2014. Includes merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module



Normal Retirements: Top 5 Departments



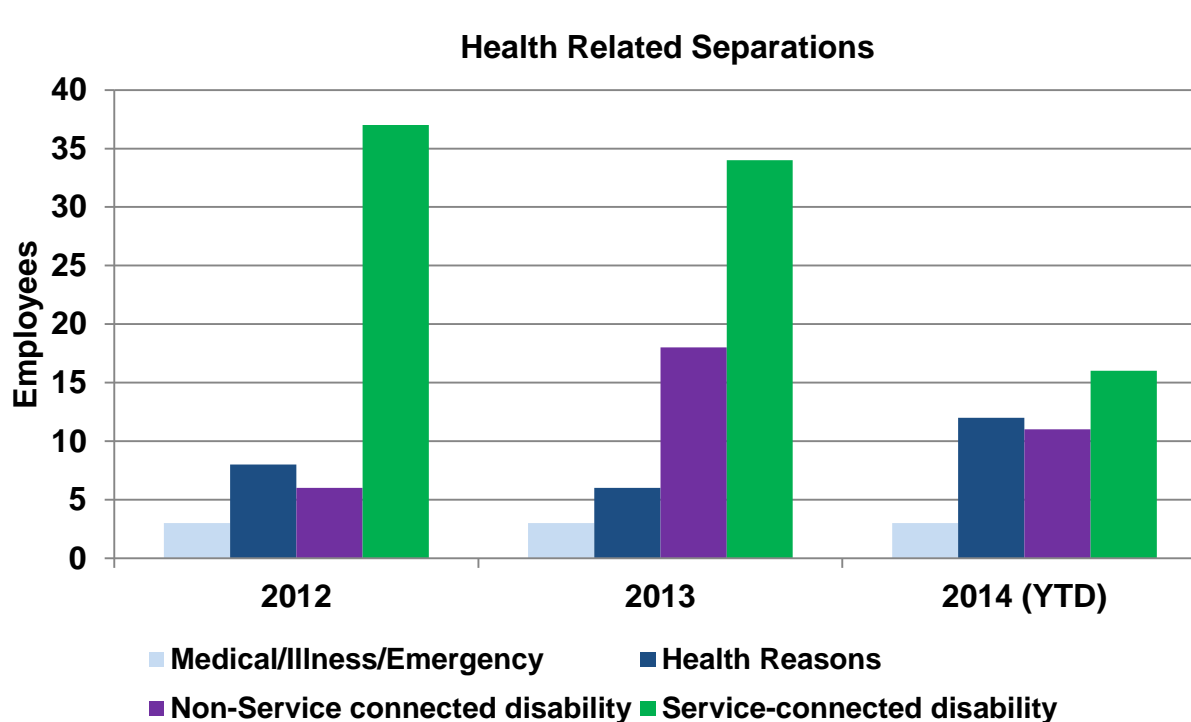
The top five departments continue to experience growth in the number of normal retirements in FY14, with the exception of HHS.

Data current as of June 1, 2014. Includes MCG merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module



Separation for Reasons Related to Health



Service Connected Disability Separations

Dept.	FY12	FY13	FY14
FRS	11	15	12
POL	16	13	1
DOT	6	3	1
Other	4	3	2

Service connected disability is the top health related reason for separation from County employment. A majority of these separations occur in three departments: FRS, POL, and DOT.

Data current as of June 1, 2014. Includes MCG merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module



Wrap Up



Appendix A: OHR Service Level Agreement Performance

SLA Performance (FY13 – FY14 Q3)

Disparity between SLA and actual days to complete a service request may indicate either a performance issue within the department or the need to revise the existing SLA to more accurately reflect the business process.

Solution	SLA	Avg. Days	Avg. Difference	% Meeting SLA
County Employee Process for Filing a Discrimination Claim	90	9.8	-80.2	100%
Request for Benefits Due to Death of a County Employee	60	29.1	-30.9	86.2%
Request for Benefits Due to Death of County Retiree	60	29.1	-30.9	87.4%
Group Insurance Paycheck Deductions Incorrect	20	7.6	-12.4	95.7%
Group Insurance Paycheck Deductions Incorrect on Pay Advice	20	9.4	-10.6	92.9%
Office of Human Resources Partnership with MC311	1	71.8	70.8	7.3%
Employee - Group Insurance Confirmation Statement incorrect or not received	5	20.7	15.7	65%
Retiree - Add or Delete Dependents on Group Insurance	1	11.1	10.1	20.2%
Retiree - Group Insurance Cost Share	2	11.2	9.2	26.7%
Employee - Group Insurance Question	2	9.6	7.6	40.0%
Employee - Group Insurance Coverage Denial	2	9.5	7.5	35.1%
Check Status of Application for Employment	4	11.3	7.3	41.7%

*Includes Solutions with 20 or more SRs and an average difference of at least +/-3 days.



Source: Seibel

SLA Performance (FY13 – FY14 Q3)

Disparity between SLA and actual days to complete a service request may indicate either a performance issue within the department or the need to revise the existing SLA to more accurately reflect the business process.

Solution	SLA	Avg. Days	Avg. Difference	% Meeting SLA
Retiree - Medicare and Your County Insurance Seminars	2	7.9	5.9	%42.6
Retiree - Changing Life Insurance Beneficiary	1	6.7	5.7	%35.7
Retiree - Group Insurance Coverage Denial	2	7.3	5.3	%46.3
Recruitment for County Positions That Closes the Day He/She is Calling or the Following Day or iRecruitment Down	1	6.0	5.0	%60.9
Retiree - Summary of Benefits Coverage Mailing (SBC)	2	6.9	4.9	%34.3
Retiree - Group Insurance Confirmation Statement Incorrect or Not Received	5	9.8	4.8	%38.1
Employee - Changing Beneficiary	1	5.5	4.5	%23.7
Retiree - Group Insurance Question	2	6.5	4.5	%45.7
Employee - Group Insurance Confirmation Statement Incorrect or Not Received	5	9.4	4.4	%42.2
AccessMCG (OHR Retiree Benefits) - Didn't Receive or Can't Find Letter With Temporary Login Username & Temporary Password	2	5.8	3.8	%56.3
Retiree - Life Insurance Amount	7	10.7	3.7	%61.0
Employee - Add or Delete Dependents on Group Insurance	1	4.6	3.6	%39.5
Access Problems or Error Messages With Submission of Application on iRecruitment	4	7.4	3.4	%49.5
Problems Accessing System (Password) for Job Application	4	7.1	3.1	%41.6
Employee - Dependent Added to Coverage Status	3	6.1	3.1	%55.6

*Includes Solutions with 20 or more SRs and an average difference of at least +/-3 days.



Source: Seibel

Appendix B: Wellness Initiative Yearly Action Plan

Wellness Overview: Yearly Action Plans

2014

- Launch Health Literacy Benefits Employee Assistance Days (BEADs)
- Build wellness website
- Launch MC Vitality Wellness Program
- Launch department-specific programs: DOT, DLC, DOCR, ECC, MCFRS, MCPD
- Launch biometrics screenings and HRQ's
- Begin disease management outreach
- Year 1 review

2015

- Implement release time for wellness policy (if deemed viable in Year 2)
- Extend eligibility for wellness program participation to retirees
- Identify technology best practices for wellness program delivery and design appropriate "next steps" for inclusion and application
- Expand wellness offerings to include financial fitness and environmental stewardship
- Create a team to evaluate whether or not there is the need for an integrated on-site workplace health center
- Update the Strategic plan and the strategic communication plan

2016

- Develop agency-wide interest inventory and identify additional department-specific program needs
- Begin Wellness, Safety synergy/integration
- Install consumer health screening kiosks throughout County facilities
- Develop "My Healthy Plate" pre-assembled food plate initiative for reduced fee in County facility cafeterias
- Develop and launch online learning modules for wellness, health literacy, medical self-management
- Develop and launch Wellness Ambassador program
- Explore inclusion of participation in worksite wellness on performance reviews
- Extend wellness program to dependents, families
- Explore release time for wellness policy viability
- Update the Strategic Plan and create a strategic communication plan

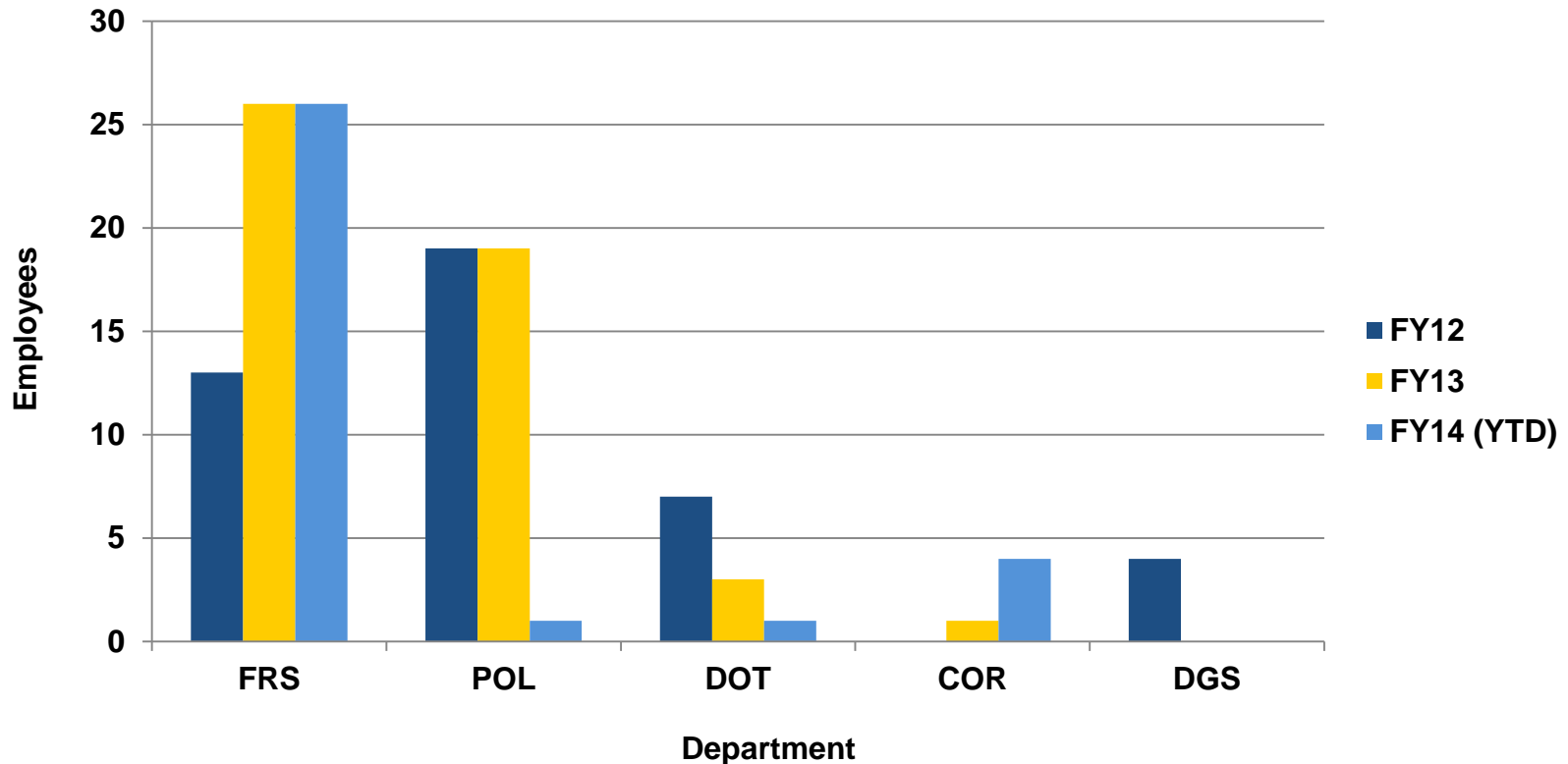
2017

- Continue developing new initiatives and activities
- Launch the integrated on-site workplace health center
- Update the Strategic plan and the strategic communication plan



Appendix C: Additional Workforce Statistics

Service Related Disability: Top 5 Departments



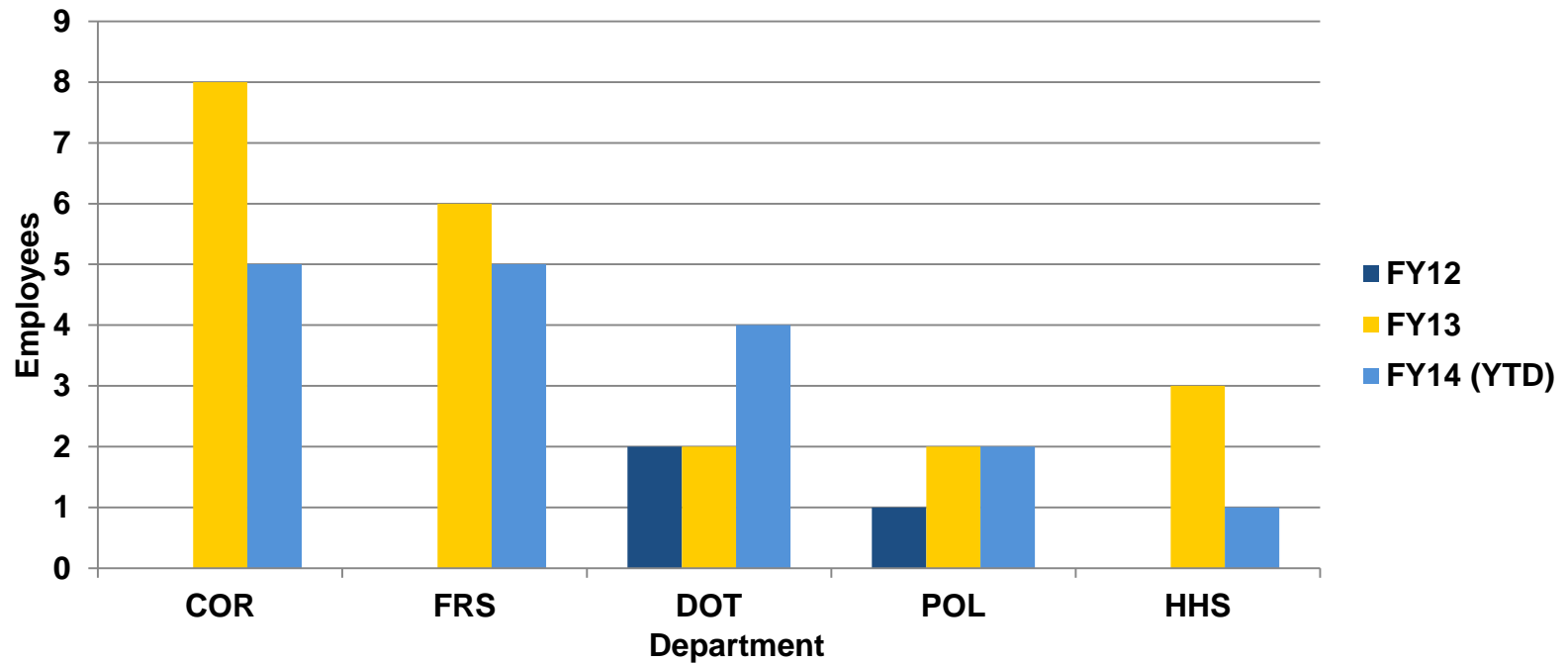
Public safety departments make up a majority of service related disability separations.

Data current as of June 1, 2014. Includes MCG merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module



Failure to Pass Probationary Period: Top 5 Departments



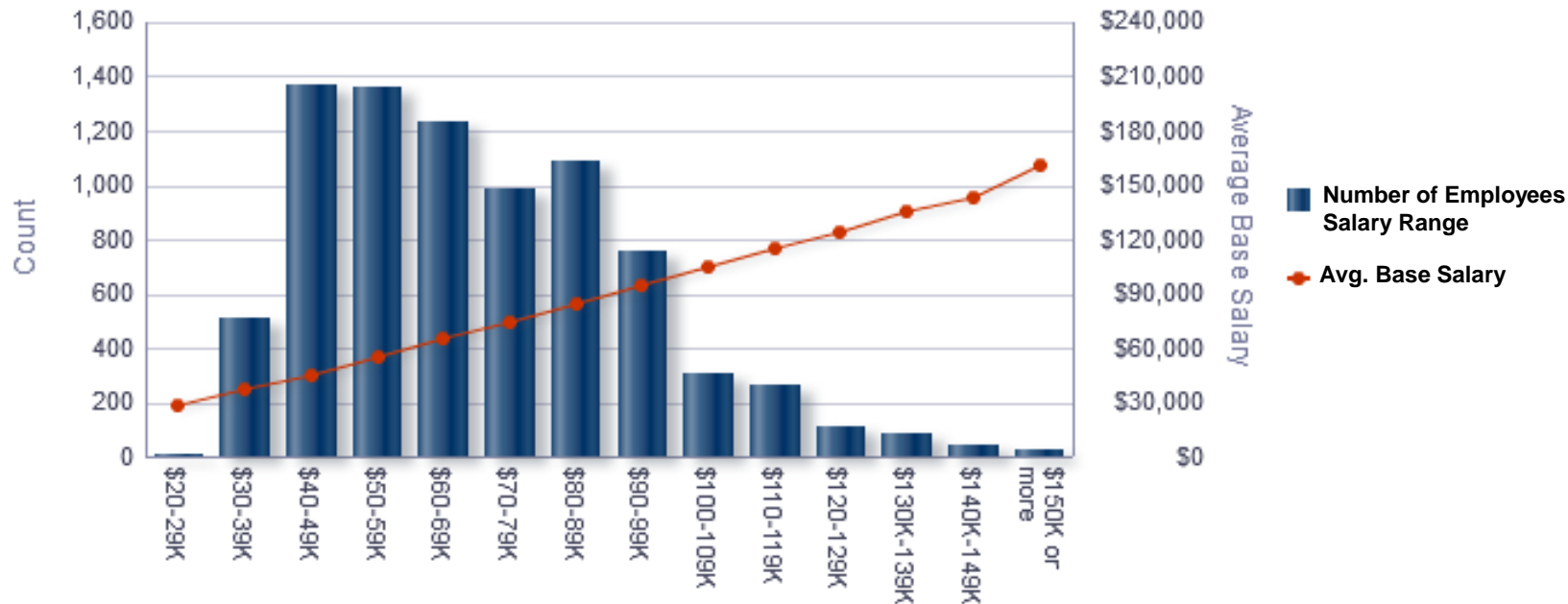
While there was growth in the number of employees who failed to pass their probationary period since FY12, this metric also reflects an increase in hiring and additional training to supervisors regarding unsatisfactory performance.

Data current as of June 1, 2014. Includes MCG merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – PMR Assignments Module



Average County Pay



The average County base salary for merit employees is currently \$67,052. For full-time merit employees, the average base salary is \$70,341. For part-time employees, the average base salary \$33,953. The average federal salary for full-time permanent employees at the end of FY12 was \$78,062.*

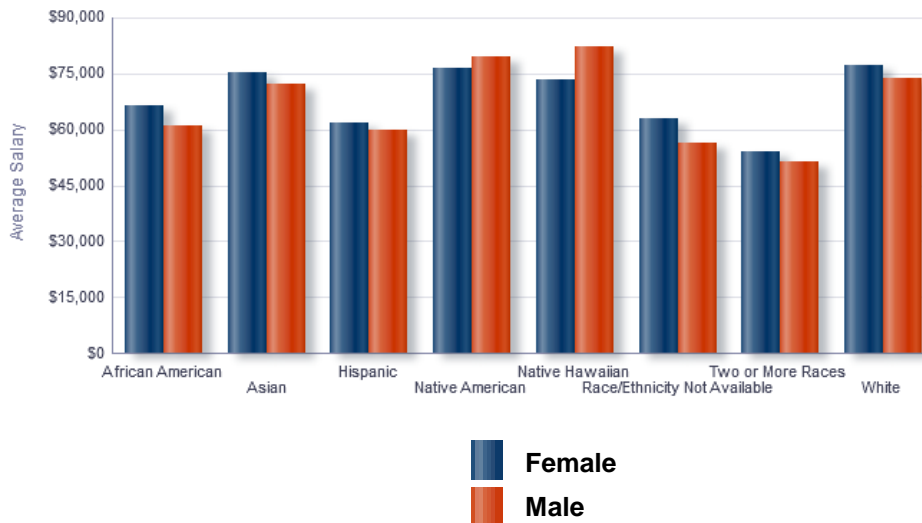
Data current as of June 2, 2014. Includes MCG merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.

Source: ERP – Labor Distribution Module; ERP – PMR Assignment Dashboard

*Source: U.S. OPM 2012 Common Characteristics of the Government Report (CCOG)



Average Salary by Gender and Race/Ethnicity



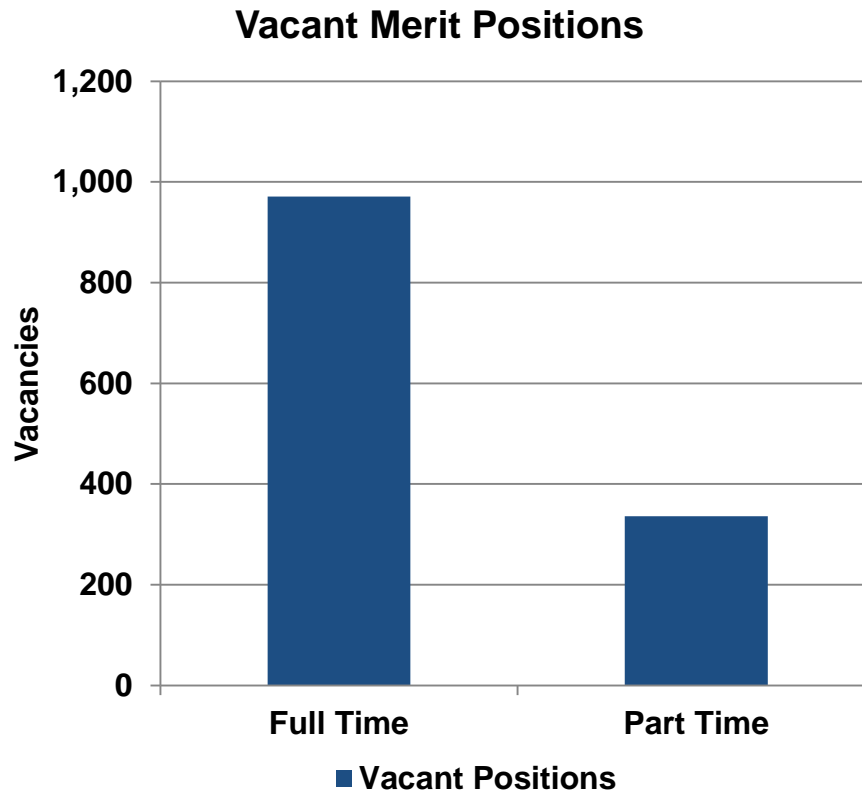
Race/Ethnicity	Female	Male
	Average Salary	Average Salary
African American	\$66,054	\$60,888
Asian	\$75,119	\$72,001
Hispanic	\$61,789	\$59,645
Native American	\$76,392	\$79,173
Native Hawaiian	\$73,124	\$81,983
Race/Ethnicity Not Available	\$62,680	\$56,264
Two or More Races	\$53,913	\$51,084
White	\$76,845	\$73,669

As of the pay period ending May 17, 2014, the average salary for full-time, merit female employees is \$71,116. For males, the average full time, merit employee salary is \$68,584.



Data current as of June 2, 2014. Includes MCG merit employees. Excludes State's Attorney, Circuit Court and Credit Union employees.
Source: ERP – PMR Assignments Module.

Vacant Positions



Vacant Merit Positions

Department	Vacancies	% of Total
HHS	289	22%
DOT	262	20%
POL	161	12%
FRS	141	11%
LIB	122	9%
Others	332	26%
Total	1,307	100%

50% of all vacancies exist within four departments: HHS, DOT, POL, and FRS.



Data current as of June 3, 2014. Includes merit, full-time, and part-time. Excludes temporary employees.
Source: ERP – OHR Assignments Module.

Vacant Positions

The following are position types with the most vacancies within the Montgomery County Government:

Position	Vacancies	% of Total
School Health Room Aide (HHS)	187	14%
Driver (DOT)	148	11%
Specialist (Many)	126	10%
Police Officer (POL)	80	6%
Firefighter/Rescuer (FRS)	77	6%
Clerk (DLC; OHR; DOT; LIB)	61	5%
Others	628	48%
Total	1,307	100%



Data current as of 5/22/2014